

**ORGANIZATION AND FUNCTIONS
MANUAL**



**UNITED STATES ARMY
SOLDIER SUPPORT INSTITUTE
FORT JACKSON, SOUTH CAROLINA**

UNITED STATES ARMY SOLDIER SUPPORT INSTITUTE
Fort Jackson, South Carolina 29207

REGULATION
NO. 10-1

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SSI ORGANIZATION AND FUNCTIONS

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CHAPTER 1

GENERAL

1-1. PURPOSE. To set forth the official mission and organizational structure of the US Army Soldier Support Institute (SSI). To prescribe staff responsibilities and functions.

1-2. SCOPE. This regulation applies to all SSI elements.

1-3. REFERENCES.

- a. DFAS Manual 37-100, Financial Management, The Army Management Structure.
- b. AR 570-4, Manpower Management.
- c. TRADOC Reg. 10-2, Control of Mission Assignment and Organization Structuring.
- d. TRADOC Reg. 10-87, Mission Assignments.
- e. FM 101-5, Staff Officers' Field Organization and Procedures

1-4. CONCEPT. SSI headquarters serves as the integrating headquarters for the Adjutant General, Financial Management, Recruiting and Retention schools as well as Noncommissioned Officers Academy, 369th Adjutant General Battalion and the Training Support Battalion. SSI schools conduct 56 separate courses, 6,676 hours of training with student load of 15,994 that includes seats for other-service personnel; international Soldiers; and civilians. Training requirements are currently programmed to increase annually through FY09. SSI is a tenant organization located at Fort Jackson, SC and subordinate command under CASCOM at Fort Lee, VA.

1-5. POLICY. The SSI will adhere to the policy as set forth in referenced regulations and manual. The official structure of the SSI is established by an approved Table of Distribution and Allowances (TDA). Any information published relative to assignment of functions and to organizational structure must identify to that contained herein. Official position descriptions and personnel staffing requirements must conform to the organizational structure prescribed in this regulation.

1-6. RESPONSIBILITIES.

a. DEPUTY COMMANDER

(1) Performs final reviews and submits recommended organizational changes to the Commander, when the change is within the approval authority of this command.

(2) Approves proposed submission of requests to higher headquarters for deviation from the standardized organizational structure.

b. RESOURCE MANAGEMENT OFFICE

(1) Serves as proponent for this regulation.

(2) Ensures this regulation aligns with the TDA.

(3) Coordinates proposed and directed changes and provide recommendations to the Deputy Commander.

c. COMMANDANTS/DIRECTORS

(1) Use the most effective and economical organization to carry out assigned mission.

(2) Update mission and function statements and organizational changes, as necessary, and submit to the Resource Management Office.

(3) Ensure subordinate activities operate under the approved structure and the following information is kept current by supervisory personnel:

(a) Organizational and TDA data depicting each recognized and authorized personnel position within each organizational segment.

(b) Organizational and function charts showing chain of command and functional responsibilities.

(4) Ensure proposed changes to organization, mission and function are approved prior to implementation.

1-7. PROCEDURES.

a. Update statements of organization, mission, responsibilities and functions as required. Submit requests for changes as necessary.

b. Submits proposed changes to the Resource Management Office. Proposed changes include:

(1) Proposed organization chart.

(2) Proposed functional statements.

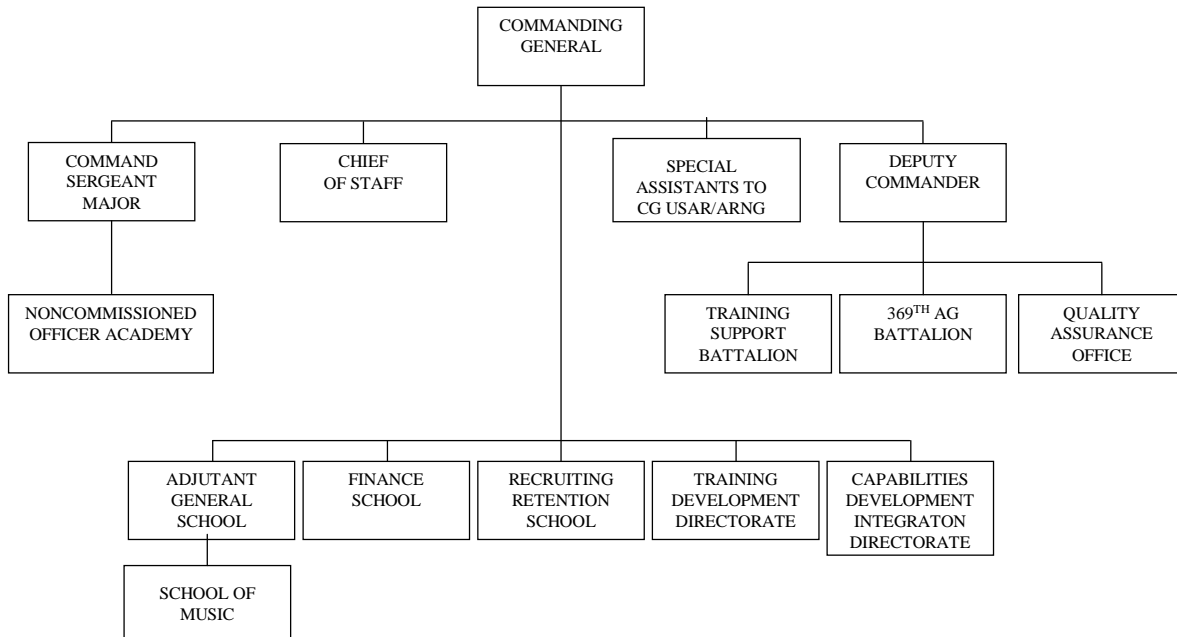
(3) Justification for change.

(4) Statement of impact on the change of personnel and funds.

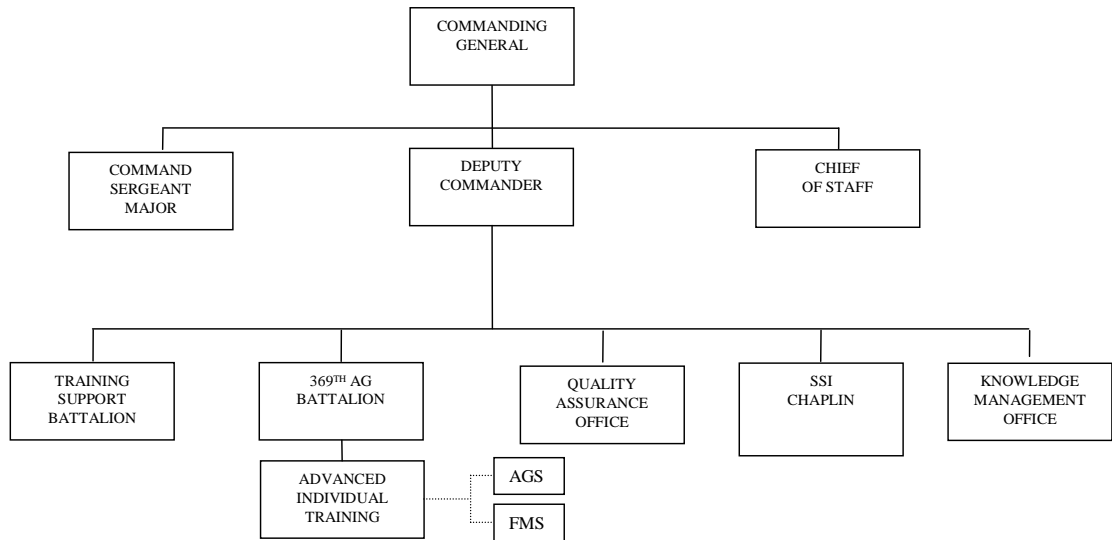
c. All SSI reorganizations will be documented in this manual after approval is obtained.

d. Requester will be advised of action taken by this or higher headquarters.

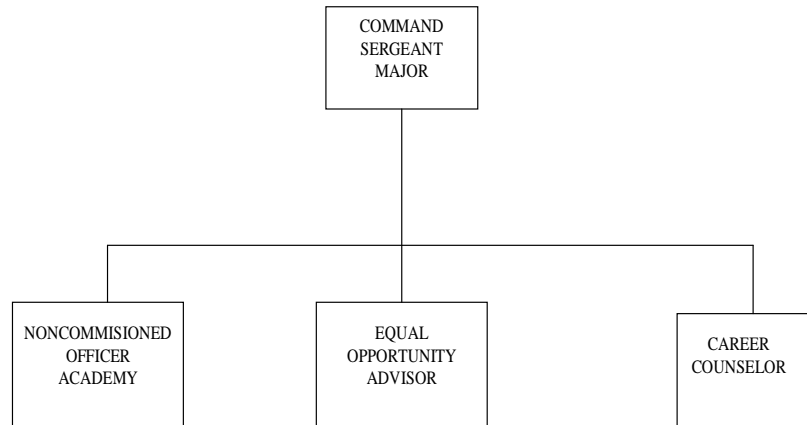
CHAPTER 2



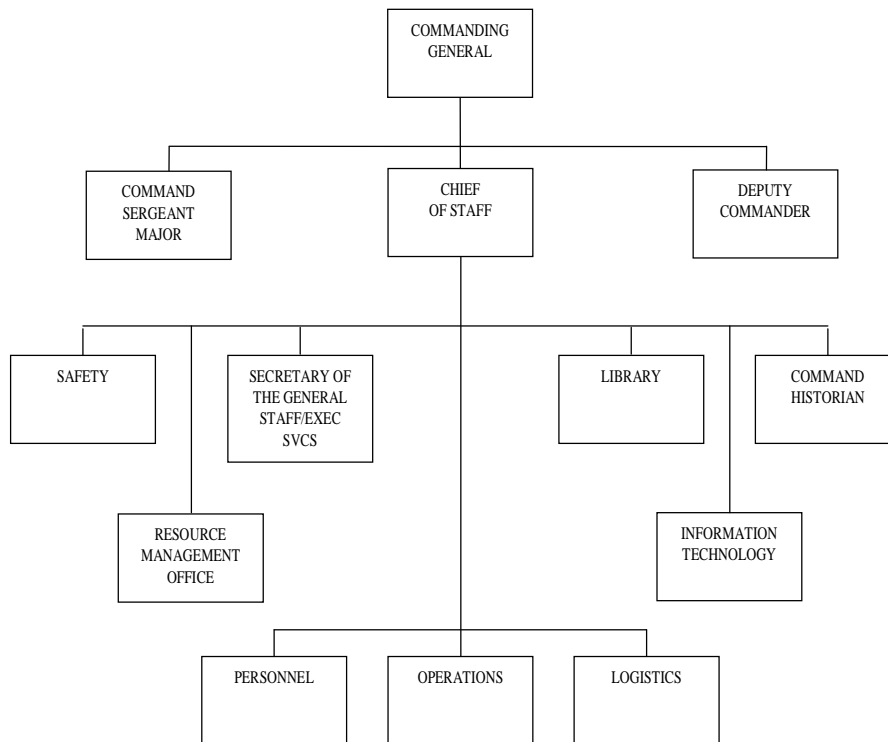
DEPUTY COMMANDER



COMMAND SERGEANT MAJOR



CHIEF OF STAFF



SOLDIER SUPPORT INSTITUTE COMMAND GROUP (CONT'D)

MISSION

To provide trained and ready leaders, service members and civilians. To develop the complementary concepts, doctrine, organization and material across the spectrum of personnel support, financial management, and recruiting and retention of America's Armed Forces.

FUNCTIONS

3-1. COMMANDER

- a. Commands the United States Army Soldier Support Institute (USASSI); consisting of the Adjutant General School, Finance School, Recruiting and Retention School and the Non-Commissioned Officers Academy, and supporting command, control and support activities.
- b. Provides overall management and control of the Adjutant General, Finance and Recruiting and Retention Schools.
- c. Exercises integration, standardization and coordinating authority for training, training development, combat development, and training management.

3-2. COMMAND SERGEANT MAJOR

- a. Senior enlisted trainer and spokesperson responsible for enforcing established policies and standards for enlisted ls concerning performance, care, conduct, appearance, effective personnel utilization and management and training; while ensuring subordinate NCOs do the same.
- b. Provides advice and makes recommendations to the Commanding General and staff on all matters pertaining to enlisted soldiers and their families.
- c. Oversees the command, control and overall management of the Noncommissioned Officer Academy.
- d. Accompanies the Commanding General on inspections, visits and ceremonies.
- e. Assists in the inspection of command activities, facilities and personnel as prescribed by the Commanding General.
- f. Ensures adherence to command policies.
- g. Holds Sergeants' Major call to provide information, guidance and instruction.

- h. Responsible for monitoring the training of enlisted soldiers. Assesses training at all levels and provides feedback to appropriate commanders and leaders.
- i. Provides counsel and guidance to NCOs and other enlisted soldiers of the command.
- j. Responsible for and provides guidance on the Noncommissioned Officer Education System (NCOES) and Noncommissioned Officer Development Program (NCODP).
- k. Inspects duties performed by subordinate NCOs.
- l. Notes discrepancies and initiates appropriate corrective action.
- m. Assists in receiving visitors to the command.
- n. Serves as President of the command's NCO/Soldier of the Quarter/Year board, and Sergeant Audie Murphy Club competition for enlisted soldiers.
- o. Assists in the professional development of officers.
- p. Directly supervises the Commandant, NCOA, SSI Equal Opportunity Advisor and SSI Reenlistment NCO.
- q. Performs other duties prescribed by the Commanding General.

3-3. DEPUTY COMMANDER

- a. Commands the US Army Soldier Support Institute in the absence of the Commander.
- b. Manages the daily operations of the SSI.
- c. Chairs the NSPS Pay Pool.
- d. Provides support, guidance and overall management for the Command Group, Special Assistants to CG USAR and ARNG, Training Support Battalion.
- e. Directly supervises the Training Support Battalion, 369th AG Battalion, Quality Assurance Office and SSI Chaplain.
- f. Interprets the Commander's guidance and establishes priorities consistent with the Commander's intent.
- g. Serves as the focal point for coordination and interface with TRADOC and CASCOM staffs.
- h. Serves as the focal point in relation to Fort Jackson Chief of Staff, Garrison Commander and staff.

- i. Represents the Commander in civic and military activities as directed.

3-4. CHIEF OF STAFF

- a. Coordinates, interprets and synchronizes the operations and actions of SSI staff in direct support of the Schools and subordinate units.
- b. Principal coordinating agent for the command regarding its operation and relationships with higher, adjacent, subordinate, and supported units, agencies and activities.
- c. Formulates, develops, and administers command policy for processing and controlling all correspondence received and dispatched by command element.
- d. Formulates, announces and implements policies used to supervise, direct and coordinate command operations.
- e. Supervises the coordinated efforts of all personnel and resource management actions/issues within the command.
- f. In coordination with the Deputy Commander provide strategic direction to the personal, special and coordinating staff consistent with the Commanding General's (CG) intent.
- g. Acts as the catalyst to energize and coordinate staff activities ensuring unity of purpose, supporting the Adjutant General School, Recruiting and Retention School, Financial Management School, and the Noncommissioned Officers Academy proponent missions.
- h. Exercises day-to-day staff supervision of Secretary of the General Staff, Executive Services, SSI Safety Officer, Director of Resource Management, Operations, Personnel, Logistics, Information Technology, Historian and the Library.
- i. Assists the CG in the development of unified policies, procedures, and command positions to ensure SSI speaks with one voice and accomplish required missions.
- j. Reviews, analyzes, and recommends allocation of resources to support SSI mission requirements.

3-5. SPECIAL ASSISTANT TO THE CG, USAR

- a. Serves as the senior Army Reserve (AR) advisor to the Soldier Support Institute Commanding General, Deputy Commander, school commandants, and staff directors on AR issues.
- b. Provides advice and guidance to SSI AR students and coordinates with other Reserve Component Commands and other external agencies to resolve student personnel and career management issues.

c. Attends special meetings, participates in special studies, IPRs, and conferences formulating policies and structural, training, organizational and doctrinal changes impacting AR organizations in order to ensure proponent products address AR unique requirements.

d. Assists the AGS and FMS Commandants with executing their missions.

e. Serves as coordination liaison between CASCOM, TRADOC, OCAR, USARC, AR-PERSCOM, RSCs, other MACOMs and HQDA on USAR issues.

f. Ensures involvement of the AR in SSI's development and implementation of the Total Army School System and Distance Learning initiatives.

g. Monitors and supports the SSI Reinforcement Training Unit to ensure it has the necessary resources to accomplish its mission and support the SSI and its RTU members.

h. Supports and achieves the goals and objectives of the Chief, Army Reserve in concert with achieving the CG, SSIs' goals and objectives.

3-6. SPECIAL ASSISTANT TO THE CG, ARNG

a. Advises the Commander on ARNG personnel support issues.

b. Provides the Commander with updates on ARNG issues that require the SSI Commander attention.

c. Provides information and updates to the TRADOC ARNG Senior Advisor.

d. Principal liaison between the SSI Command and NGB, and ensures that the Commanders concerns, requests and requirements are provided to NGB for appropriate action.

e. Oversees SSI ARNG personnel, provides guidance and establishes priorities to the ARNG Staff which supports the Commander requirements.

f. Advises NGB on SSI actions that involve ARNG Students or ARNG SSI Staff.

g. Conducts meeting with ARNG Liaison and provides updates on SSI initiatives

h. Acts as advisor to the Human Resource Management Qualification Course for the RC and liaisons with NGB for personnel and funding requirements as needed by the Commander and AGS Commandant.

i. Acts as USABCTCoE during her absence which includes advising the Fort Jackson Commanding General and overseeing all ARNG T10 personnel at Fort Jackson.

3-7. SECRETARY OF THE GENERAL STAFF

- a. Advisor to the Command Group for administration and coordination of command operations.
- b. Coordinates ceremonial activities for the SSI at the command group level.
- c. Maintains filing and correspondence tracking system for the Command Group.
- d. Serves as liaison with installation for USASSI band requirements.
- e. Maintains and updates the SSI Command Briefing.
- f. Ensures timely completion of awards, separation packets and other correspondence.
- g. Controls and monitors Congressional inquiries.
- h. Manages and evaluates Government Purchase card for the Command Group.
- i. Responsible for scheduling requests for use of the SSI Auditorium and Command Conference Room.
- j. Serves as Primary and Alternate FOIA officers.

3-8. EXECUTIVE SERVICES OFFICE

- a. Serves as Principal point of contact for distinguished visitors and all protocol events for the Soldier Support Institute. Develops and coordinates itineraries for Colonel and above to SSI with subordinate schools and external agencies. Interfaces/coordinates with Fort Jackson. Keeps commander informed.
- b. Briefs Commander on protocol activities; receives guidance, develops and plans itineraries.
- c. Maintains protocol listing for ceremonies and events.
- d. Maintains library of protocol guidance.
- e. Coordinates protocol activities with installation Protocol Office.
- f. Prepares itineraries for distinguished visitors (including military rank of COL(P) and above, heads of state, foreign delegations, SESs and other service members of equal rank); secures appropriate lodging, transportation, and escort officers.
- g. Visitors and Significant Events occurring throughout the command are published weekly.
- h. Maintains control and accountability for Institute flags and equipment.

3-9. CHAPLAIN

- a. Advises the SSI Commander and school commandants on matters of religion, ethics, morals and morale as affected by religion.
- b. Provides religious support to the soldiers and authorized civilian personnel of the SSI, and the greater Ft. Jackson community as required.
- c. Serves as ethics instructor/writer for the Adjutant General and Financial Management Schools.
- d. Supervises the 369th Adjutant General Battalion Unit Ministry Team.

3-10. COMMAND HISTORIAN

- a. Performs as Staff Historian for the Commander, U.S. Army Soldiers Support Institute (USASSI) and as Branch Historian for the Commandants of the U.S. Army Adjutant General's Corps, and the U.S. Army Finance Corps.
- b. Advises the commander and USASSI school commandants of their responsibilities to the Department of the Army and the U.S. Army Training and Doctrine Command (TRADOC) History Programs and the TRADOC Military History Education Program (MHEP).
- c. Coordinates all staff assistance visits relative to the Army and TRADOC's MHEP.
- d. Researches and writes articles, monographs, and books focused on the institutional and operational history of the U.S. Army, and the Human Resource, and Financial Management mission areas.
- e. Plans, organizes, and maintains the command historical document collection pertinent to the history of the U.S. Army Soldier Support Institute, the Adjutant General's Corps, and the Finance Corps.
- f. Conducts, edits, and publishes oral histories of senior leaders within USASSI IAW with Department of the Army policy.
- g. Provides historical reference service for the USASSI commander, staff, faculty, and students; and the interested public.
- h. Develops and advises the development of instructional materials for required military history subjects.
- i. Serves as adjunct faculty for the Adjutant General and Financial Management Schools teaching required military history subjects as assigned.
- j. Ensures that USASSI instructors receive appropriate training to teach military history.
- k. Monitors the instruction of required military history subjects

- l. Promotes the reading and study of military history as integral to soldier professional development.
- m. Coordinates USASSI Senior Leader Professional Development Program.

3-11. SAFETY

- a. Serves as the world wide safety proponent for the Adjutant General Branch and the Finance Branch.
- b. Implements and manages the Army Safety Program for SSI as outlined in FM 100-14, AR 385-10, The Army Safety Program, TRADOC Reg. 385-2, The TRADOC Safety Program and USASSI Reg. 385-10.
- c. Advises and assists the Commander, USASSI in overseeing command safety responsibilities. Collects, analyzes, and disseminates data concerning the accidents within the command. Provides periodic safety program progress reports and information concerning accidents, to the commander.
- d. Serves as principal staff advisor, technical consultant, and coordinator for planning, organizing, directing, and evaluating all USASSI safety programs. Interprets safety policies and procedures for USASSI commanders, supervisors, and Additional Duty Safety Officers.
- e. Provides for the establishment and implementation of plans, policies, and procedures for conducting safety programs at all levels of command. Assists commanders in determining the number and qualifications of personnel necessary to ensure an effective accident prevention program.
- f. Provides technical and professional assistance in identification, control, and remediation of unsafe practices and unhealthy environments in the workplace. Coordinates with supervisors to provide technical assistance to eliminate unsafe practices.
- g. Provides technical assistance in accident investigations and reporting. Ensures timely, accurate, reports to the US Army Combat Readiness Center, TRADOC Command Safety Office, and other affected agencies.
- h. Reviews operating procedures, risk assessments, manuals, directives, training materials, and other documents ensuring proper integration and application of current safety doctrine and procedures.
- i. Provides policy guidance and assistance in incorporating safe practices and standards during duty and non-duty hours for military and civilian personnel.

j. Coordinates the conduct of annual Standard Army Safety and Occupational Health Inspections (SASOHI) of USASSI work sites.

k. Maintains liaison with USASSI staff agencies and Headquarters; TRADOC; U.S. Army Combat Readiness Center; Safety Office, U.S. Army Basic Combat Center of Excellence & Fort Jackson; other military services; and federal and civilian agencies on relevant safety, occupational health, environmental, and accident prevention matters.

l. Conducts surveys and inspections of activities, to include review of accident prevention programs, acquisition, control, storage, transportation, and disposal of hazardous materials and commodities.

m. Develops course structure, and provides training for civilian and military personnel at all levels in a variety of safety, occupational health, environmental, and accident prevention disciplines.

n. Publicizes procedures and reporting channels for unsafe conditions, unhealthy conditions, accidents, exposure to hazardous materials, and non-compliance with regulatory guidance. Provides prompt assistance with accident investigation and reporting. Reviews reports for completeness and accuracy; evaluates corrective actions.

o. Maintains safety records; analyzes accidents with the command to determine patterns and ensure preventive efforts are effectively directed.

p. Provides assistance to commanders/directors in conducting periodic briefings with supervisors, platoon leaders, and NCOs regarding safety program objectives, methods of attaining objectives, and the degree of success expected.

q. Monitors the incorporation of safety information into USASSI proponent training and doctrinal publications.

r. Advises the CG on the inclusion of safety objectives in civilian supervisor's performance appraisals, officer evaluation support forms, and the noncommissioned officer evaluation report system.

s. Manages the USASSI Safety Committee, coordinates required meetings and maintains minutes.

t. Coordinates special safety emphases to include commander's safety letters, pre-holiday safety briefings, pre-vacation orientations, and related activities.

u. Develops and conducts safety training materials for USASSI classes. Prepares and briefs safety issues at staff calls.

v. Serves on the Installation Safety and Occupational Health Advisory Council and other boards, as specified by Fort Jackson regulations.

3-12. RESOURCE MANAGEMENT

a. Serves as the principal financial advisor to the SSI Commander on all matters; provides the SSI financial management and civilian resource services; maintains positive internal controls, absolute financial integrity, and total visibility of public funds; ensures effective, efficient and relevant execution of resources in accordance with the SSI's mission and commander's priorities. Manages and maintains civilian personnel and resource policies.

b. Manages and controls resource management policy and guidance, planning, programming, budgeting and execution and equipment management.

c. Develops effective financial and management control systems to safeguard and account for resources.

d. Prepares analysis, presentations and statistics for programming, budgeting and execution.

e. Coordinates the JR and SR Program Resource Advisory Committee meetings (PRAC). Serves as Principal advisor and recommends to the Commander on fund availability and execution of programmed objectives.

f. Coordinates and distributes course cost development and distribution for Foreign Military Sales Program for the International Military Student Office.

g. Administers the Defense Travel System.

h. Serves as the proponent for the policy memorandum on Incentive Awards.

i. Coordinates and provides input with Ft Jackson and other agencies on memorandums of understanding, (MOU) and memorandums of agreements (MOA), who do business with Soldier Support Institute.

j. Manages the Department of Defense Government Travel Card Program for the SSI.

k. Program Manager for the Management Control Process (MCP), develops five year plan and annual statement of assurance based on input from the schools/activities.

l. Develops and manages the manpower TDA, equipment TDA and documentation program for the SSI; coordinates and reviews with TRADOC.

m. Provides manpower and equipment requirements for MOBTDA; prepares all required reports.

n. Develops distribution plans for allocation/re-allocation of manpower authorizations.

- o. Prepares and documents the TDA and MOBTDA; coordinates new and unit-generated TDA changes.
- p. Prepares and updates the TRADOC Budget Guidance (TBG), and the TRADOC Manpower Guidance (TMG).
- q. Maintains official copies of manpower TDA's, reports and workload data.
- r. Oversees informal funds (family support groups, cup and flower funds, organization funds) and private organizations under oversight of the SSI CG. Ensures compliance with published guidance, provides technical support, and performs internal inspections and audits.
- s. Manages non-appropriated funds, specifically, the SSI School Activity Fund. Responsible for submitting an annual budget, monitoring usage and maintaining a petty cash account.
- t. Manages annual confidential financial disclosure filing; coordinates annual ethics training for personnel with SJA.
- u. With coordination from the Training Management Division, annually prepares the ATRM 159 report of all courses taught, attrition rates, and workload input to assess funding requirements.
- v. Responsible for civilian personnel management within the Soldier Support Institute; reviews and recommends approval/disapproval to the Commander on classification, hiring, and promotion actions.
- w. Manages the National Security Personnel System (NSPS).
- x. Manages the Automated Time Attendance And Processing System. (ATAAPS).
- y. Manages the Civilian Education System (CES).
- z. Manages test control for SSI.
- aa. Manages printing services for SSI.

3-13. LIBRARY

- a. Acquires, organizes, and maintains a collection of print and non-print materials pertinent to SSI courses and to the professional development of students and staff.
- b. Assists students and staff in finding information in sources located both inside and outside of the library.
- c. Assists with the development and management of SSI historical/archival materials.

d. Provides computer equipment for students and staff to access Internet resources and to prepare documents for classroom assignments and professional development activities.

3-14. DIRECTOR OF OPERATIONS

a. Serves as the primary staff organization to provide oversight of day to day and long range operations ensuring effective and efficient accomplishment of the SSI mission.

b. Master Calendar production and synchronization.

c. Internal and external tasking coordination with the staff, directorates, schools, installation, TRADOC, CASCOM, USAAC, and other DOD agencies.

d. Develops, coordinates, and publishes OPOD/WARNORD/FRAGO as required to execute the commander's guidance.

e. All reports including CASCOM SIGACTS, NET USR/BOD/BUB/METR/Self-Assessment/SSI Command and Staff/TTB Operations/CCIR.

f. Responsible for TRAP planning, coordination, and execution.

g. Post exercise support regarding SWEAP/MASCAL/AT/FP operations.

h. Training management and resource requirements synchronization.

i. Responsible for managing the Command Inspection Program.

j. Develops and coordinate the Command Training Guidance.

k. Directs Tactical Training Base operations, planning, and execution.

l. Coordinates for Installation Range Support.

m. Represents the command group at special meetings and conferences.

3-15. PERSONNEL

a. Manages military personnel readiness for the Institute.

1. Tracks and reports manning IAW TDA requirements and authorizations.

2. Projects future strength and manning requirements.

3. Requisitions officer personnel fills for projected vacancies.

4. Tracks and reports instructor qualifications and combat experience.
 5. Prepares board preposition and selections lists for SSI CDR.
 6. Provides record briefs for command and staff.
 7. Coordinates and manages officer sponsorship and welcome program.
- b. Manages officer and enlisted evaluation program.
1. Maintains process to track and log unit evaluations.
 2. Ensures accuracy of administrative entries, proper formatting and grammatical content in bullet and text entries of evaluations.
 3. Prepares brief charts and status reports for installation, command and higher headquarter.
 4. Single authority for submission of final reports to HRC for processing
- c. Reviews Warrior Transition Unit (WTU) nominations packets; provides recommendation to Commander based on documentation.
- d. Provides weekly consolidation of assigned battalion and unit student personnel strength.
- e. Coordinates SSI Colonel level support for funeral detail requirements.
- f. Coordinates required officer and enlisted personnel to serve on MOS/Medical Retention Boards (MMRB).
- g. Tracks and reports mobilized Soldiers attached to the USASSI
- h. Manages the USASSI mail room providing accountable and official mail service to the cadre and student personnel assigned and attending school at the USASSI.
- i. Provides on post distribution support for USASSI.
- j. Sponsors and supports the implementation of DIMHRS; manages course completion and training strategy of SSI Command Group personnel.

3-16. LOGISTICS MANAGEMENT OFFICE

- a. LOGISTICS MANAGEMENT OFFICE
1. Serves as Senior Logistics Officer for the SSI.

2. Coordinates the organizations logistics requirements with the Garrison Director of Logistics and Public Works.

3. Serves as alternate member of the Installation Planning Board,

4. Executes expenditure of funds within logistics related accounts of the organization's budget.

5. Responsible for overseeing various logistical operations/functions pertaining to operations (exercises, activities, etc., under OPORD), when the operation or activity involves more than one logistical functional area.

6. Manages and directs the operation of assigned non-tactical vehicle fleet for the movement of command, staff, and equipment.

7. Coordinates for Organizational and Direct Support level materiel maintenance for units.

8. Performs duties as organizations Command Supply Discipline Monitor.

9. Coordinates with installation Master Planner and Engineer Division pertaining to facility renovations and Military Army Construction projects.

b. FACILITY MANAGEMENT SECTION

1. Performs daily maintenance of buildings and grounds. Submits service orders to Director of Public Works requiring technical/contract repairs.

2. Responsible for building security and internal key controls.

3. Oversees Custodial Service Contracts.

c. SUPPLY OPERATIONS

1. Performs supply operations to support units durable and expendable requirements.

2. Maintains accountability of units Installation/TDA Property (automation, support equipment, non-tactical vehicles, furniture and office equipment),

3-17. QUALITY ASSURANCE OFFICE

a. Evaluates proponent training and provides the USASSI Commander and School Commandants with feedback and recommendations that promote development and implementation of current, effective, and relevant programs of instruction to support Soldier, leader, and unit competencies throughout the Army.

- b. Develops and implements the USASSI's and schools' Master Evaluation Plans.
- c. Conducts internal evaluations of one-third of all courses per year against TRADOC's Accreditation Standards.
- d. Maintains and implements the Institute's survey program, to include internal, external, task and job analysis, and special surveys.
- e. Manages the Title XI mission for USASSI assets, to include assessing RC training and conducting accreditation visits. Serves as liaison with TASS Battalions & RC/NG, coordinates instructor certifications and waivers, and serves as subject matter expert for AG and FM training.
- f. Coordinates and oversees SSI special projects and Business Transformation/LSS.
- g. Briefs the leadership of USASSI and schools on survey and evaluation trends, findings, and provides recommendations.

3-18. INFORMATION MANAGEMENT OFFICE

The Information Management Officer (IMO) serves as the principal staff officer to the SSI Commander for proper planning, employment, resourcing, and security of Information Management/Information Technology (IM/IT). The IMO coordinates directly with the local DOIM and the TRADOC CIO to ensure that IM/IT requirements and execution is legally compliant, logically employed, and supports TRADOC's and the Army's overall architecture.

a. IMO: Principal adviser to the SSI Commander on Information Management (IM), Information Technology (IT), and Information Assurance (IA) issues and priorities related to accomplishing TRADOC missions. Coordinates, integrates and synchronizes IM/IT support across the SSI and manages IM/IT requirements, project implementation and information systems security issues. Advises on information lifecycle management.

- 1) Provides IM/IT/IA strategic planning.
- 2) Coordinates IM/IT modernization strategy and budget program.
- 3) Identifies funding to the commander/director/chief for command, control, communications, and computers (C4)/IT above-baseline and mission-specific service delivery and support requirements.
- 4) Ensures enterprise standards are incorporated into mission solutions.
- 5) Provides technical management and oversight over center/school IM/IT personnel
- 6) Issues and enforces local IM/IT policy prescribing techniques, procedures, and standards.

- 7) Works with center organizations to determine policies and standards for information lifecycle support—access, storage, search, archive.
- 8) Secures use of IT - manage mission systems accreditation and networkiness.
- 9) Coordinates execution of federal, DoD and Army IM/IT management and regulatory requirements.
- 10) Ensures IT service providers perform in accordance with agreements and contracts.
- 11) Provides TRADOC CIO/G-6 interface with the Installation DOIM.

b. Operations Officer: Coordinate SSI/school command, control, communications and computers operations.

- 1) Conducts strategic planning for the acquisition and use of mission IM/IT/KM.
- 2) Coordinates and monitor all common-user C4/IT baseline service delivery and support provided by the DOIM.
- 3) Identifies, validates, and negotiates C4/IT above-baseline and mission-specific service delivery and support requirements with the DOIM.
- 4) Implements and enforces IM/IT policies/procedures in coordination with the local DOIM and appropriate IA management personnel.
- 5) Identifies, prioritizes, synchronizes, and justifies mission IM/IT requirements.
- 6) Manages institute/school's use of IT assets, such as mission servers (including server consolidation planning); telephones (including Iridium and GSM secure cell phones), pagers, and non-tactical radios; Desktop Video Teleconferencing (DVTC); and requirements for networks (WAN, CAN, LAN).
- 7) Maintains accurate IT architecture.

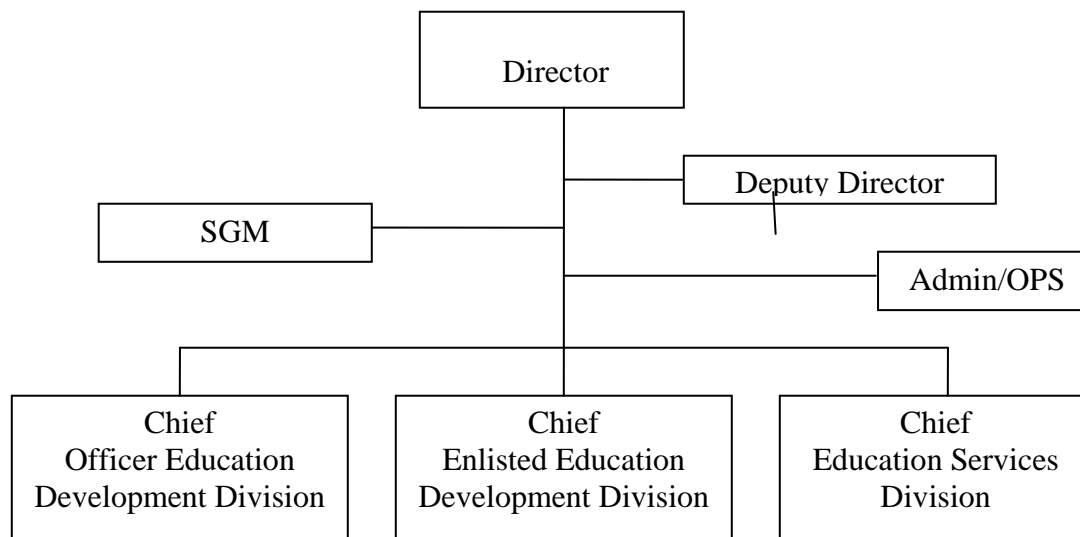
c. Information Security Management Officer (IASO): Serve as the Center Information Assurance Manager (IAM) per AR 25-2.

- 1) Advises institute, schools, and activities on IA.
- 2) Monitors and enforces IA vulnerability management compliance for development, deployment, and management of mission systems.
- 3) Provides advice, guidance, and coordinates training in IM/IT security policies and procedures.

- 4) Manages organization accreditation process. Reviews and makes recommendations on all IA certification & accreditation (C&A) support documentation packages to ensure accuracy and completeness, and meet minimal risk acceptance standards.
- 5) Identifies IA security officers (IASOs) for mission systems and ensures IASOs develop and support C&A requirements, and initiate re-accreditation as required.
- 6) Assists TRADOC Information Assurance Program Manager to identify and validate IA resource requirements; recommend use of IA funding (MDEP MS4X).
- 7) Reports IA incidents IAW AR 25-2 and TRADOC Supplement.

CHAPTER 4

TRAINING DEVELOPMENT DIRECTORATE



MISSION

Develop world-class Human Resources and Financial Management individual and collective training products to fully prepare military and civilian personnel for mission accomplishment in the Contemporary Operational Environment (COE) and meet the demands of our Army at war.

FUNCTIONS

4-1. DIRECTOR, TRAINING DEVELOPMENT DIRECTORATE

- a. Responsible to the SSI Commander and Commandants of the Adjutant General and Financial Management Schools for the development, administration, and internal evaluation of resident, distance learning and unit training for which USASSI is the proponent.
- b. Integrates and coordinates Army Training and Education Development (ATED) actions affecting SSI schools.
- c. Serves as program manager for actions encompassing the ATED process, including training analysis, design, and development of training courses and lessons within the SSI realm. Coordinates necessary internal tasking activities for ATED actions.
- d. Oversees the development of training concepts and strategies.
- e. Approves concepts, plans, and proposals, for designing, implementing and evaluating individual training. Reviews training products developed by directorate and provides recommendations to appropriate Commandant; e.g., Individual Training Plans (ITP), Course Administrative Data (CAD), and Program of Instruction (POI).

f. Coordinates the development of Soldier Training Publications (STP) for proponent military occupational specialties.

g. Serves as the Principal advisor to the SSI Commander and Commandants of the Adjutant General and Financial Management Schools on the mobilization training plan and strategy that affect the schools (responsible for the development of the mobilization training plan and strategy).

h. Manages the contracting for and quality control of contractor-developed individual and collective training material.

i. Serves as point of contact with TRADOC, CAC, and CASCOM on actions associated with the ATED, both individual and collective.

j. Serves as CASCOM's coordinating agent for actions related to management of ATED.

4-2. DEPUTY DIRECTOR, TRAINING DEVELOPMENT DIRECTORATE

a. Performs duties as acting Director when required.

b. Supervises subordinate Division Chiefs and Administrative Assistant.

c. Serves as integrator and advisor to the Director on training development issues, assists in establishing priorities and recommending resource allocation.

d. Manages Directorate's military and civilian personnel assignments and actions. Develops and manages civilian and military training requirements/schedules.

e. Prepares and manages information papers and reports. Manages directorate's budget activities. Ensures department's reports meet applicable standards and guidance. Performs contract management functions for department.

f. Manages special projects as required and represents the Director at conferences and meetings as necessary.

g. Coordinates and supervises the day to day operations of the Training Development Directorate

h. Directs, supervises, and coordinates Directorate staff activities, to include relationships with higher headquarters.

i. Monitors and enforces Directorate operating procedures and policies.

j. Oversees and coordinates all aspects of the training development workload management including the functional aspect of the Training and Doctrine Development – Quality Assurance Management System (TD2-QA).

4-3. SERGEANT MAJOR

- a. Serves as the principal enlisted assistant and advisor to the Director.
- b. Serves as the principal trainer of the Training Development Directorate
- c. Executes established policies and monitors standards of performance, training, and conduct of all enlisted personnel.
- d. Serves as a Subject Matter Expert (SME) for methods of instruction for all AIT and NCOES training.
- e. Advises the Director on development, operations, doctrine and administration associated with NCO professional and functional courses charged to the AG and FM schools.
- f. Advises the Director on matters affecting enlisted personnel in the Training Development Directorate, to include instructional, proponency, and assignment matters.
- g. Executes the Directorate's NCO professional and leader development program.
- h. Advises the Director on development and execution of policies, goals, and objectives.
- i. Serves as a Board Member for SSI Audie Murphy and Soldier/NCO Boards.

4-4. ADMINISTRATION/OPERATIONS

- a. Performs personnel and administrative management, operations and logistical support, information systems management, publications, files management, distribution and suspense control.
- b. Processes NCOERs, OERs, taskings, personnel and academic actions, correspondence, and awards.
- c. Prepares and maintains the TDD calendar.
- d. Prepares and executes the TDD budget.
- e. Maintains current projected strength data and submits personnel assignment information to the Training Support Battalion (TSB) for the Unit Manning Report.
- f. Processes all civilian personnel actions.
- g. Maintains property accountability and security; coordinates supplies, and equipment to support the Training Development Directorate

- h. Maintains personnel information database for military and civilian personnel.
- i. Maintains Policy Memorandums and Standing Operating Procedures.
- j. Coordinates promotions, awards, and social events.

4-5. OFFICER EDUCATION DEVELOPMENT DIVISION

a. CHIEF, OFFICER EDUCATION DEVELOPMENT

(1) Serves as program manager and principal advisor to the Director, Training Development for the analysis, design, development, administration, and internal evaluation of SSI Resident Officer Education System (OES), Warrant Officer Education System (WOES), and the Planning, Programming, Budgeting, and Execution (PPBE) and Deployed Operations Resource Management functional courses.

(2) Serves as integrator for officer education development actions for Adjutant General (AG) and Financial Management (FM) schools.

(3) Oversees the development of training concepts and strategies and determines training development direction for officer education development actions as derived from the School Commandant's priorities.

b. OFFICER EDUCATION DEVELOPMENT

(1) Manages all training material for the Adjutant General and Financial Management Schools' officer courses and the Planning, Programming, Budgeting, and Execution (PPBE) and Deployed Operations Resource Management functional courses.
SSI Reg. 10-1

(2) Analyzes, designs, and develops training for AG and FM Schools officer courses IAW the Army Training and Education Development (ATED) process and the Analysis, Design, Development, Implementation, and Evaluation (ADDIE) model.

(3) Coordinates officer training development issues, programs, and training strategies with proponent agencies and proponent schools.

(4) Plans, coordinates, implements, and evaluates training for new systems in proponent functional areas.

(5) Provides training development technical expertise to write, review, revise, validate, and critique lessons, tests, and other training support material for officer courses.

(6) Provides oversight of the technical accuracy and compliance of all officer training products with governing TRADOC regulations.

(7) Obtains approval of all officers training material from respective commandants.

(8) Develops Training Requirements Analysis System (TRAS) documentation (Course Administrative Data, Programs of Instruction) for submission to TRADOC that validates training requirements for the Structure Manning Decision Review (SMDR).

(9) Provides product compliance checks and reviews on individual analysis, instructional design, training development, tests design, and TRAS documents. Advises schools concerning validation of resident courses and course materials.

(10) Provides instruction and guidance to incoming personnel concerning the USASSI, TDD, AGS, and FMS missions, organization, and coordination required among the activities.

(11) Coordinates for and assists schools with the conduct of Critical Task Site Selection Boards.

(12) Manages the preparation and assembly of Officer Foundation Standards (OFS) products, including OFS manuals and Training Support Packages (TSPs). Provides compliance checks and reviews for OFS materials.

(13) In conjunction with the appropriate school's officer training department and proponency, develops training development strategy and short and long range plans to effect execution.

(14) In conjunction with the Quality Assurance Office (QAO) and the respective school's training department assists with self-assessments in preparation for accreditation.

(15) Performs data input into the Training and Doctrine Development – Quality Assurance (TD2-QA) Management System for officer course workload.

4-6. ENLISTED EDUCATION DEVELOPMENT DIVISION

a. CHIEF, ENLISTED EDUCATION DEVELOPMENT

(1) Serves as program manager and principal advisor to the Director, Training Development for the analysis, design, development, administration, and internal evaluation of SSI Resident Noncommissioned Officer Education System (NCOES), Advanced Individual Training (AIT), and the Executive Administrative Assistant (ASI E3), Postal Supervisors (ASI F4), Postal Operations (ASI F5) and the DIMHRS Administrator functional courses.

(2) Serves as integrator for enlisted education development actions AG and FM Schools.

(3) Oversees the development of training concepts and strategies and determines training development direction for enlisted education development actions as derived from the School (AG/FM) Commandants priorities.

b. ENLISTED EDUCATION DEVELOPMENT

(1) Manages all training material for the Adjutant General and Financial Management Schools' AIT and NCOES enlisted courses and the postal operations, postal supervisor, executive administrative assistant and DIMHRS administrator functional courses

(2) Analyzes, designs, and develops training for AG and FM Schools enlisted and selected functional courses IAW the Army Training and Education Development (ATED) process and the Analysis, Design, Development, Implementation, and Evaluation (ADDIE) model.

(3) Develops Training Requirements Analysis System (TRAS) documentation (Course Administrative Data, Programs of Instruction) for submission to TRADOC that validates training requirements for the Structure Manning Decision Review (SMDR).

(4) Validates all new courseware and continually reviews training material to ensure accuracy and relevancy to the COE.

(5) Coordinates enlisted training development issues, programs, and training strategies with proponent agencies, proponent schools and the SSI Noncommissioned Officer Academy SSI Reg. 10-1

(6) Plans, coordinates, implements, and evaluates training for new systems in proponent functional areas.

(7) Provides training development technical expertise to write, review, revise, validate and critique lessons, tests, and other training support material for enlisted courses.

(8) Obtains approval of all enlisted training material from respective commandants.

(9) Coordinates for and assists schools with the conduct of Critical Task Site Selection Boards.

(10) Manages the preparation and assembly of Soldier Training Publications (STP) products, for proponent MOSs.

(11) In conjunction with the appropriate school's officer training department and proponenty, develops training development strategy and short and long range plans to effect execution.

(12) In conjunction with the Quality Assurance Office (QAO) and the respective school's training department assists with self-assessments in preparation for accreditation.

(13) Reviews all resident enlisted AG and FM training materials for educational value, SSI guidance, and TRADOC compliance.

(14) Assist in training Enlisted Education, Officer Education and Education Services Division personnel on the functional aspect of the Training and Doctrine Development – Quality Assurance Management System (TD2-QA).

(15) Coordinates with Enlisted Education, Officer Education and Educational Services Division personnel for input data into the TD2-QA System.

(16) Reviews TRADOC and SSI draft regulations.

(17) Provides Test Item Analysis spreadsheets for course validation.

(18) Serves as an Audiovisual Production Officer liaison between Army Training Support Command (ATSC) and SSI, AG, and FM Schools for video production.

4-7. EDUCATION SERVICES DIVISION

a. CHIEF, EDUCATION SERVICES DIVISION

(1) Serves as program manager and principal advisor to the Director Training Development for the development, administration, and internal evaluation of the SSI Distributed Learning (dL) program, Collective Training program, and Fort Jackson's Staff and Faculty Training program.

(2) Serves as integrator for Distributed Learning, Collective Training and Staff and Faculty program actions for SSI schools.

(3) Oversees the development of training concepts and strategies and determines training development direction for Distributed Learning, Collective Training and Staff and Faculty program actions for AG and FM Schools based on proponent school commandant's approved training strategy.

(4) Coordinates with the Quality Assurance Office (QAO) and the proponent schools on actions related to self-assessment in preparation for TRADOC schools accreditation.

b. AG AND FM DISTRIBUTED LEARNING (dL) COURSE DEVELOPMENT BRANCHES

(1) Manages all Financial Management and Human Resources Distributed Learning Programs, including dL contracts, projects, and milestones.

(2) Plans, develops and recommends Distributed Learning strategies to Adjutant General and Financial Management School Commandants and apprises schools of distributed learning course status.

(3) Plans, manages and coordinates training design, development and implementation of SSI's dL training. Coordinates dL training issues, programs and training strategies with proponent schools.

(4) Serves as point of contact with TRADOC, contractors and other agencies on actions associated with AG or FM distributed learning programs.

(5) Researches new methods of dL delivery most conducive to the efficiency and effectiveness of training AG and FM courses.

c. COLLECTIVE TRAINING DEVELOPMENT BRANCH

(1) Manages Collective Training Program, maintaining relevancy of FM and HR shared and functional collective tasks and development of Combined Arms Training Strategies (CATS) and collective TSPs for FM/HR elements.

(2) Manages the contracting for and quality control of contractor-developed collective training material.

(3) Serves as point of contact with TRADOC, CAC and CASCOM on actions associated with the Combined Arms Training Strategies (CATS) and Mission Training Plan (MTP).

(4) Manages Automated Systems Approach to Training database and the Blackboard Learning System. Serves as point of contact with TRADOC on ASAT and Blackboard Learning Systems.

d. STAFF AND FACULTY TRAINING DEVELOPMENT BRANCH

(1) Develops policies and procedures for running the Staff and Faculty Development Training Program. Promulgates the latest TRADOC guidance, doctrine, philosophy and other innovative ideas, methodologies, and techniques. Serves as point of contact with TRADOC on the Staff and Faculty Training Program.

(2) Plans, coordinates, schedules, and conducts Staff and Faculty Development Training Program to include courses and workshops for instructors, developers, training managers, middle managers, and training evaluators. Designs/develops courses and workshops to meet specific training requirements of the USASSI staff and faculty and other organizations/activities as identified.

(3) Manages the Instructor Evaluation and Certification Program and requests award of the instructor identifier upon completion of the initial instructor training. Makes periodic announced and/or unannounced classroom evaluations of instructors providing written evaluation reports to schools and Quality Assurance Office.

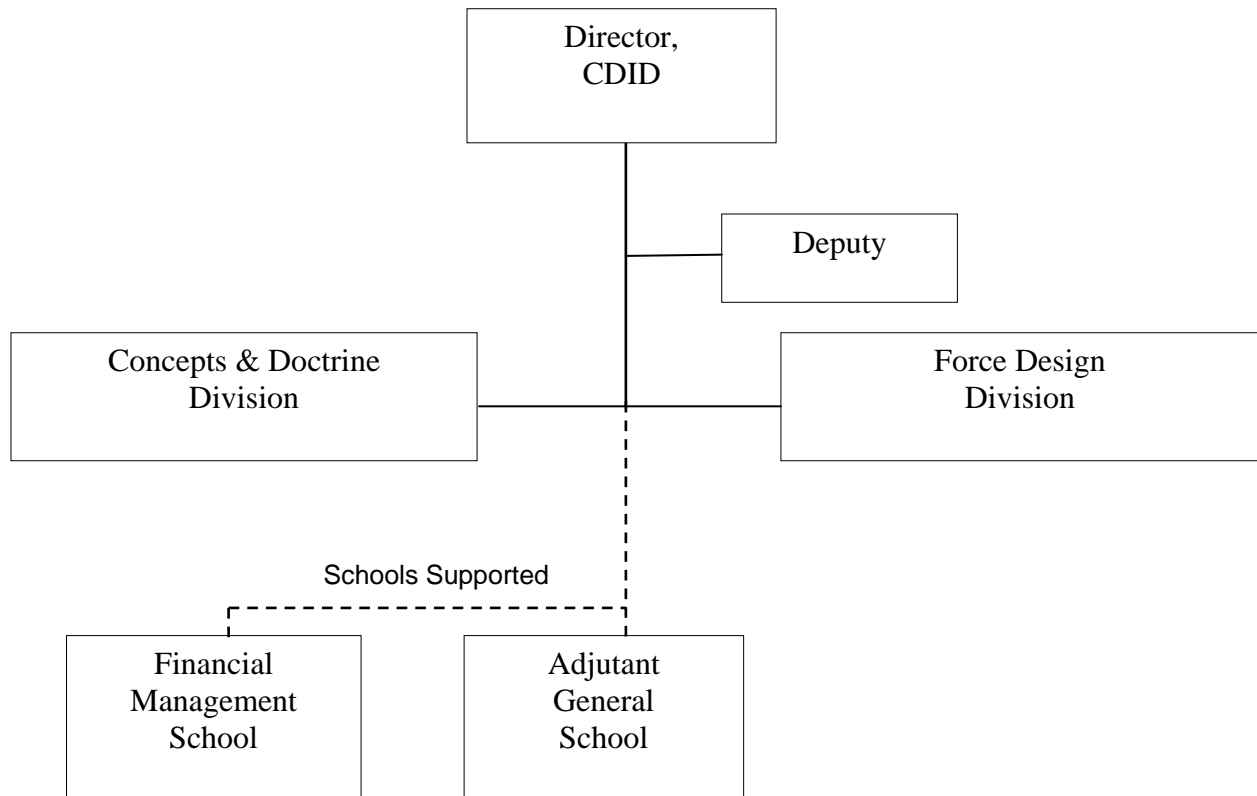
(4) Manages the USASSI instructor recognition program. Serves as point of contact with TRADOC on the TRADOC instructor recognition program.

(5) Coordinates attendance at the Senior Training Manager's Course and Training Developer Middle Manager's Course.

(6) Provides staff and faculty consulting/assistance services. Maintains record of training for staff and faculty to include attendance of instructor training, small group training, test writing, Senior Training Manager's Course (STMC), Training Development Middle Manager's Course (TDMMC), SSI Middle Manager's Workshop (MMW), etc.

CHAPTER 5

CAPABILITIES DEVELOPMENT AND INTEGRATION DIRECTORATE



MISSION

To develop and maintain relevant and timely Human Resources (HR) and Financial Management (FM) concepts and doctrine; design, define, and develop/create world-class HR and FM organizations; and identify/document HR and FM materiel requirements for current and future operational forces to sustain our Army throughout the full spectrum of operations.

5-1. DIRECTOR.

a. Responsible to the SSI Commander and Commandants of the Adjutant General and Financial Management Schools for the future battlefield concepts, doctrine, force structure, and

materiel requirements for Human Resources (HR) and Financial Management (FM) support to the warfighter.

b. Integrates and coordinates the doctrine, organizations, and materiel requirements of the DOTMLPF domains for the SSI and the schools supported.

c. Coordinates and integrates HR and FM concepts, doctrine, organizations, and materiel requirements with Capabilities Development and Integration activities at CASCOM, CAC, HQ TRADOC, and HQDA.

d. Develops and coordinates HR and FM capabilities that support the strategic partners at HQDA and DFAS.

e. Manages the relationship of products for HR and FM capability and force development areas of interest with training development programs.

f. Manages other Force Modernization initiatives as required.

g. Assigns tasks, coordinates and supervises operations of subordinate divisions. Sets the priorities within the directorate for concepts, doctrine, organization, and materiel requirements activities.

5-2. DEPUTY DIRECTOR

a. Controls and assigns tasks to division-level leaders, recommends priorities for accomplishment of tasks, and coordinates actions involving multiple divisions.

b. Prepares and manages information papers and reports ensuring the directorate's reports meet applicable standards and guidance. Performs contract management functions for the directorate and manages budget activities.

c. Manages military and civilian personnel assignments and actions, training requirements and schedules.

d. Serves as integrator and advisor to the directorate on capability issues, and assists in establishing priorities and recommending resource allocations. Represents the Director at conferences and meetings as necessary.

e. Manages special projects as required.

5-3. CONCEPTS AND DOCTRINE DIVISION.

a. Develops, coordinates, and publishes Army Human Resources (HR) and Financial Management (FM) doctrine, FM 1-0 and 1-06 and ensures that it properly aligns with joint doctrine.

- b. Reviews and/or prepares input for non-proponent doctrinal publications.
- c. Validates and develops required conceptual and doctrinal linkages between strategic, operational, and tactical levels of HR and FM operations.
- d. Performs conceptual studies and analysis to support HR and FM systems development.
- e. Provides HR and FM support input and requirements information to other Army, joint, and combined concepts and performs non-proponent concepts area of interest reviews.
- f. Integrates tactical HR and FM support operations across the full spectrum of military conflict or contingency operations.
- g. Coordinates with and reviews products from the Training Development Directorate and Adjutant General and Financial Management Schools to ensure training and training products are consistent with emerging concepts and doctrine.
- h. Develops personnel unit organizational designs and concepts, and feeds data to Force Design Division for development of the Unit Reference Sheet (URS).
- i. Markets future concepts, organizations, and principles of support within the Army and joint community; ensures HR and FM operations including Bands are considered in all TRADOC concepts.
- j. Provides interface with CASCOM Battle Lab regarding experimentation and operational testing for new and modified HR and FM concepts involving Doctrine, Materiel, Training, Tactics and Hardware/Software systems.

MATERIEL REQUIREMENTS

- a. Provides functional descriptions and requirements for modification and development of HR and FM automated management systems.
- b. Reviews and participates in user tests and evaluates various non-proponent systems for HR and FM operations.
- c. Integrates functional requirements involving command, control, communications, and automation requirements for HR & FM.
- d. Researches HR and FM capability gaps and conducts analysis to develop courses of action to alleviate shortfalls.
- e. Participates in planning, allocation, and employment of HR and FM information and communications systems.

f. Analyzes Army, Joint, and Inter-Service compatibility issues and requirements in regard to HR and FM materiel requirements.

g. Reviews, analyzes and makes recommendations on proponent and non-proponent documents and initiatives concerning HR and FM materiel requirements.

h. Provides HR and FM input to TRADOC planning/requirements documents; Basis of Issue Plans, Life Cycle Management Plans, Army Command and Control Master Plan, etc.

i. Researches and determines HR and FM materiel requirements in support of force development objectives and proponent concept of operations, organization, and doctrine.

LESSONS LEARNED.

a. Collects and analyzes data from a variety of current and historical sources, including Army operations and training events for observations, insights, and lessons.

b. Produces HR and FM lessons for military commanders, staff, and students.

c. Disseminates lessons and other related research materials through a variety of print and electronic media to sustain, enhance, and increase preparedness to conduct current and future operations.

d. Systematically corrects doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) deficiencies through research, development, acquisition, and planning activities.

5-4. FORCE DESIGN DIVISION

a. Plans, programs, develops, analyzes, and coordinates proposed force structure changes and coordinates the development of organizations, force designs and requirement documents for force structure throughout the entire force design process.

b. Develops, maintains, and coordinates proponent Table of Organization and Equipment (TOE) for Standard Requirements Code (SRC) 12- and 14- Series.

c. Provides specialty TOE review for unique organizations that include embedded human resources and financial management elements.

d. Participates in the Total Army Analysis (TAA) and Force Development Update (FDU) process.

e. Performs area of interest reviews on all draft non-proponent TOEs.

f. Provides organizational product (TOE/MARC) assistance, guidance, and technical expertise to departments and divisions of the AG and FM schools.

g. Reviews, coordinates, and evaluates proposed TOE changes submitted by departments and divisions in the AG and FM schools and by field units and MACOMs to determine applicability.

h. Develops Unit Reference Sheets (URS) and Automated Unit Reference Sheet (AURS) documents.

i. Provides guidance and technical expertise on Force and Combat Developments to the AG/FM Schools.

j. Analyzes ancillary implications of new equipment permitting early incorporation into doctrinal, organizational, and training concepts, i.e., identify and quantify organizational and force structure changes caused by introducing or incorporating new equipment, organizations, and concepts into the Army. Supports force structuring and integration through the Total Army Analysis (TAA)/Force Design Update (FDU) processes.

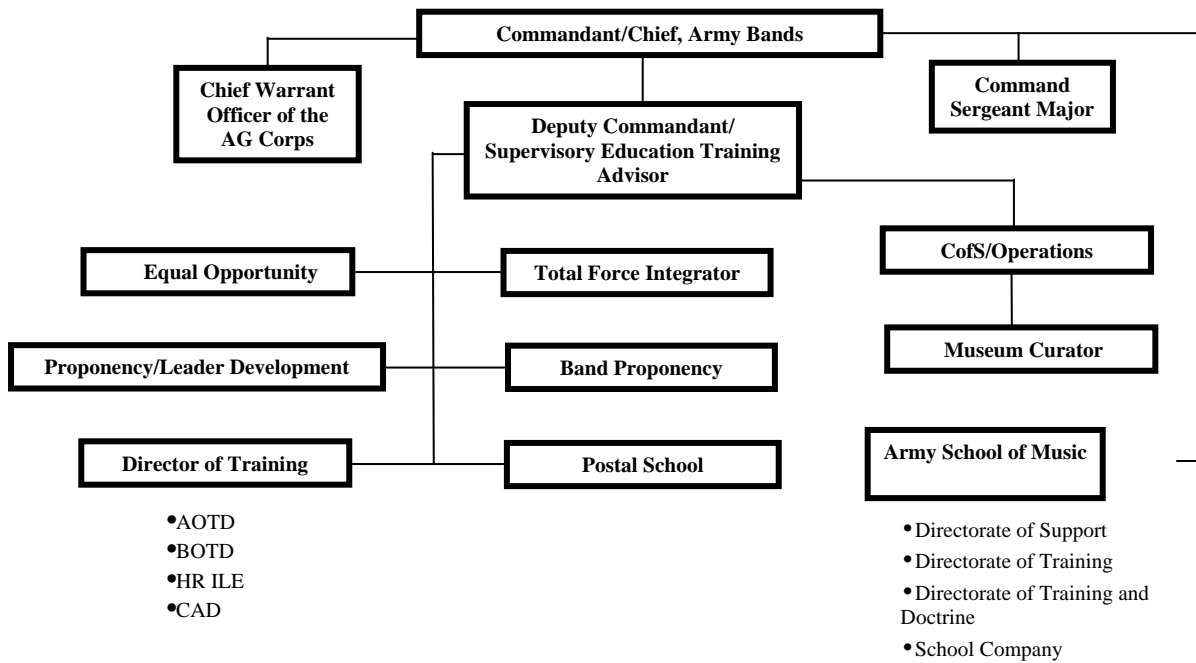
k. Researches and determines materiel needed to fulfill force development objectives, resolve deficiencies, and support the Adjutant General and Finance Corps concepts of operation, doctrine, and organizations.

l. Provides input to HQ TRADOC and HQDA via CASCOM in recommending changes to AR 220-1, Unit Status Reporting Appendix B (Equipment Readiness Codes) and Appendix C (Pacing Items of Equipment) for current and future force organizations.

m. Supports HQDA by managing the collection, validation, maintenance, and dissemination of Army logistics planning factors, consumption rates, and data in accordance with policy and procedures outlined in AR 700-8.

CHAPTER 6

ADJUTANT GENERAL SCHOOL



MISSION

Train and develop agile leaders and Soldiers who provide readiness, human resource (HR) services and music to the force. Develop HR doctrine, training, and organizational designs for an expeditionary Army in war and in peace.

FUNCTIONS

6-1. COMMANDANT/CHIEF OF THE CORPS

- a. Serves as the Commandant of the U.S. Army Adjutant General School (AGS) and Chief of the Adjutant General's Corps.
- b. Establishes programs to support customs and traditions of the Adjutant General's Corps.
- c. Serves as USASSI senior subject matter expert on AG/HR personnel and administrative actions.
- d. Responsible for training design, development and implementation of resident and distance learning for HR officers, NCOs and junior enlisted Soldiers.
- e. Responsible for Adjutant General's Corps doctrine, force structure, materiel and training.
- f. Responsible for the training of all AG/HR officers attending AG Pre-Command / G1 Course (AG PC/G1C), the Human Resources Management Qualification Course (HRMQC), the AG Captains' Career Course (AGCCC) for both AC and RC, the AG Basic Officer Leader's Course 3 (AG BOLC III), the AG Warrant Officer Basic Course (AG WOBC), the AG Warrant Officer Advanced Course (AG WOAC), and the AG Warrant Officer Advanced Course – Reserve Component (AG WOAC-RC).
- g. Responsible to train students attending courses at the Inter-service Postal Training Activity (IPTA), earning skill identifiers F5 - Postal Operations and F4 -Postal Operations Supervisor.
- h. Serves as proponent for Area of Concentration (AOC) 42; warrant officer 420A; 42 series enlisted Soldiers, and civilian career field 50.

6-2. CHIEF, ARMY BANDS (CAB)

- a. Serves as the Chief of Army Bands.
- b. Establishes programs to support customs and traditions of the Army Bands.
- c. Responsible for the U.S. Army School of Music (USASOM) including the training design, development and implementation of all resident and non-resident training for Army Bands.
- d. Responsible for developing and documenting doctrine, force structure, materiel and training requirements for Army Bands.
- e. Serves as the proponent Army Bands and band members in officer career field 42C, 420C warrant officers and 42R enlisted Soldiers.

f. Serves as chair of the Army Bands Steering Group (ABSG) and ensures the ABSG meets periodically to provide strategic direction to Army bands and advice to the Chief, Army Bands.

6-3. SUPERVISORY EDUCATION/TRAINING ADVISOR AND DEPUTY COMMANDANT

a. Serves as the Supervisory Education/Training Advisor and Deputy Commandant for the AGS. Advises the Commandant in the analysis, design, development and integration of doctrine, training, leadership, organization, materiel, personnel and facilitator (DTLOM-PF) requirements for the Adjutant General's Corps.

b. Serves as the principal advisor to the Commandant and assists the Commandant in the review, evaluation, and execution of assigned programs and mission responsibilities.

c. Manages the coordination and execution of the daily operations of the AGS. Plans, schedules and executes projects which promote organizational and mission effectiveness.

d. Serves as an advisor and as the principal representative of the Commandant at high-level conferences and meetings on this installation and with representatives from DOD, DA, MACOM, other commands, military services and agencies, and private industry.

e. Coordinates the development and testing of new materiel and automation concepts and doctrine for tactical organizations.

f. Oversees the development of training programs and studies in legal, postal, and human resources management occupational specialties: MOS 42A, Human Resources Specialist, Branch Code 42, AG, AOC 42, postal operations. Coordinates among academic departments and principal staff to plan new courses, phase out or revise existing courses, implement common subjects, special studies and problems.

g. Collaborates with SSI, CDID to ensure all initiatives are horizontally integrated across all sustainment DTLOM-PF domains with HR community and other sustainment proponents.

h. Responsible for managing the AGS budget. Recommends appropriate allocation of funds, personnel requirements, and assignment of personnel. Ensures missions and functions are accomplished within budgeting and manpower constraints. Performs oversight on Defense Travel System (DTS) for TDY authorizations.

i. Develops or directs the development of job descriptions and performance standards of military and civilian staff members; appraises performance of key civilian subordinates; reviews evaluations prepared by subordinate supervisors; prepares efficiency ratings of subordinate military personnel; and advises on career development of civilian and military personnel.

j. Responsible for AGS personnel labor relations. Resolves disagreements between subordinate department directors, hears group grievances and serious employee complaints, and recommends disciplinary action involving key employees.

k. Implements provisions of and support for such personnel management programs as Equal Employment Opportunity, Labor Management, and Federal Women's Program, and ensures support/implementation by subordinate supervisors.

l. Provides oversight on contracts, hours worked, work performed, and overall scope of work to be performed.

m. Serves as acting Commandant in the absence of the Commandant.

6-4. CHIEF WARRANT OFFICER OF THE ADJUTANT GENERAL'S CORPS

a. Serves as the senior warrant officer of the AGS and the Chief Warrant Officer of the AG Corps.

b. Instructional.

(1) Serves as subject matter expert for 420A conduct of training and method of instruction.

(2) Reviews and inspects instructor methods and preparation of instructional material.

(3) Analyzes task selection, course development, the conduct of instruction and development of POI/Lesson Plans for AG warrant officer courses.

(4) Manages instructors through Branch and Warrant Officer Council meetings, (WOBC, WOAC and Senior Warrant Officer Advisory Council (SWOAC)).

(5) Observes, evaluates and critiques training.

(6) Serves on AG Warrant Officer of the Year boards.

(7) Evaluates warrant officer instructors.

(8) Performs instruction and briefings for AGCCC, AGOBC, NCOA and AIT.

(9) Monitors quality control of course content and instructor performance.

c. Management.

(1) Serves as senior warrant officer advisor to the Commandant.

(2) Serves as the primary assistant to Soldier Support Institute directorates in coordinating and resolving AG Warrant Officer career track issues, in conjunction with the AGS Personnel and Leader Development Directorate.

(3) Serves as the primary advisor on administrative and elimination cases for warrant officer students; provides recommendations to the Commandant, AGS.

6-5. COMMAND SERGEANT MAJOR

a. Leadership.

(1) Serves as the CSM of the Adjutant General School and as the Adjutant General's Corps Regimental CSM for all Adjutant General Soldiers (AGS, NCOA, ASOM, and Recruiting and Retention School),

(2) Serves as the senior enlisted advisor to the Commandant and other agencies on AGS MOS proponency issues.

(3) Provides guidance to the Proponency and Leader Development Division SGM, and reviews and approves information prior to release to the field.

(4) Serves as the senior advisor for the AGS NCO Support Channel.

(5) Serves as the primary enforcer of standards, discipline, and safety compliance.

b. Management.

(1) Reviews elimination cases for enlisted students; provides recommendations to the Commandant, AGS.

(2) Manages a comprehensive training and enforcement program aimed at establishing and maintaining the highest professional standards of performance and conduct for enlisted Soldiers.

(3) Selects and assigns new instructors for CMF 42 courses.

(4) Responsible for management and assignment of AGS enlisted personnel.

(5) Manages the AGS NCO Development Program and enlisted training requirements.

(6) Receive a bi-annual CMF Review from HRC to assess state of the AG Corps
Establish centralized promotion board guidance for 42 CMF.

(7) Oversees the annual AG Ball and other ceremonies and ensures they are conducted IAW FM3-21.5, Drill & Ceremonies.

c. Instructional.

(1) Serves as the subject matter expert for the AG enlisted 42 series conduct of training and method of instruction.

(2) Reviews and inspects instructor methods and preparation of instructional material.

(3) Analyzes task selection, course development, conduct of instruction and development of POI/Lesson Plans for AG enlisted courses.

(4) Manages instructors through AG Branch and NCO Council meetings, reviewing and approving ANCOC, BNCOC, and AIT duties.

(5) Observes, evaluates and critiques training.

(6) Serves on Instructor, NCO, and Soldier of the Quarter/Year boards.

(7) Evaluates instructors for ASI/SQI awards.

(8) Performs instruction and briefings for AGCCC, AG BOLC III, NCOA and AIT.

(9) Monitors quality control of course content and instructor performance.

(10) Serves as the principal enlisted spokesperson for the AG Corps.

6-6. CHIEF OF STAFF/ SUPERVISORY HUMAN RESOURCES SPECIALIST

a. Serves as the AGS HQs senior administrative supervisor and AGS HR systems integrator. Ensures the operational, administrative and HR systems integration needs of the AGS are met.

b. Serves as the primary liaison with the Soldier Support Institute (SSI) on matters relating to organization structure, the assignment of functional responsibilities, and personnel actions.

c. Serves as the principal advisor to the Deputy Commandant for all staff actions and advises the Commandant and Deputy Commandant on a variety of substantive, procedural, and policy matters pertaining to personnel functions.

d. Acts on behalf of the Commandant and Deputy Commandant in their absence.

e. Plans, coordinates, and executes AGS administrative operations, managing personnel actions to include taskings, evaluations, and awards. Administers and evaluates internal management practices and controls to promote maximum organizational effectiveness.

f. Serves as the responsible agent for the development of the AGS budget and POM; submits after the approval from the Deputy Commandant and Commandant. Approves and manages monthly expenditures and ensures compliance with expenditure regulations and guidance.

g. Serves as the contract expert within the AGS; responsible for the validation of hours worked, worked performed and overall scope of work performed.

h. Assists the Commandant and Deputy Commandant in the review, evaluation, and execution of assigned programs and mission responsibilities.

- i. Monitors HR training programs and HR training development for issues or concerns.
- j. Serves as the functional and technical expert, and senior specialist on the design, implementation and integration of the HR automation and training database systems, such as Electronic Military Personnel Office (EMILPO), Enlisted Distribution and Assignment System (EDAS), Deployed Theater Accountability System/Software/Tactical Personnel System (DTAS/TPS), Defense Integrated Military Human Resource System (DIMHRS), Defense Casualty Information Processing System (DCIPS), and Defense Enrollment Eligibility Reporting System/Real-Time Automated Personnel Identification System (DEERS/RAPIDS).
- k. Provides advice and guidance to the directors/supervisors within the AGS, to staff members and HR specialists in the operation, continual maintenance and use of automated systems, and regarding capabilities available within the systems to assist them in management responsibilities.
- l. Serves as the AGS technical representative for coordination and implementation of HR data systems support requirements.
- m. Represents the AGS at high-level conferences and meetings as needed.
- n. Serves as the webmaster for the AGS. Coordinates with other directorates to ensure the AGS webpage is updated in a timely manner.
- o. Serves as information assurance and information security officer for AGS when needed.
- p. Serves as the AGS Defense Travel System (DTS) authority; authorizes and approves TDY orders and vouchers ensuring travel is necessary and within budget guidelines.
- q. Manages the TDA manpower of the AGS.
- r. Serves as the AGS security officer and manages access into the SIPRNET system and control of classified documents.
- s. Supervises AGS HQs personnel, Museum Curator, HR Systems Integrators, and Contractors as required. Ensures employees are aware of, understand, and support the USASSI Affirmative Action, Equal Opportunity, and Safety programs.

6-7. OPERATIONS

- a. Performs personnel and administrative management, operations and logistical support, information systems management, publications, file management, distribution and suspense control. Prepares and maintains the AGS Personnel Roster, Rating Scheme, and calendar.
- b. Processes evaluations, request for absence, taskings, personnel and academic actions, correspondence, and awards. Oversees the AGS sponsorship and instructor award programs.

c. Prepares and executes the AGS budget.

d. Maintains the AGS TDA.

e. Maintains property accountability and security; coordinates supplies and equipment to support the AG School.

f. Maintain mandatory training rosters, including Anti-Terrorism (AT) Level 1, Composite Risk Management (CRM), DoD Information Awareness (IA), Newcomer's Driving Training, Subversion and Espionage Directed Against the US Army (SAEDA) and other required training.

6-8. MUSEUM CURATOR

a. Serves as the principal adviser to the command, for all matters relating to Army material culture and museum operations.

b. Controls and ensures accountability of all Army historical artifacts and art placed within the custody and care of the museum, including their identification, designation, preservation and conservation, registration, cataloging, loan, or transfer. This includes serving as the Artifact Responsible Officer (ARO).

c. Performs historical research to identify objects, develop the museum story line, and support special projects within the AGS.

d. Develops and maintains mission-related technical research collections of artifacts used by the Adjutant General's Corps as appropriate.

e. Exhibits and interprets AG branch/HR Field specific materials, history and accomplishments, effectively utilizing the museum's collections, art, archives, and other sources in support of the museum's mission statement.

f. Develops appropriate educational/training programs.

g. Executes the museum's mission IAW AR 870-20, Army Museums, Historical Artifacts, and Art and by the standards of the museum profession.

6-9. TOTAL FORCE INTEGRATOR

a. Serves as the principal advisor to the Commandant and his staff on activities pertaining to the USAR AG/HR community, including mobilization and force integration actions.

b. Provides USAR perspective on issues and initiatives developed by the AGS.

c. Serves as liaison to Training Development to integrate USAR initiatives and actions into training where appropriate and effectively articulate the USAR position on issues.

d. Develops, reviews and refines USAR job positions and descriptions related to mobilization and Total Force Integration.

e. Coordinates all AGS USAR actions involving USARC, OCAR, NGB, and HRC and ensures a consistent position is established on all actions affecting USAR AG/HR proponentcy.

f. Serves as the nucleus within AGS for USAR issues and initiatives, serving as a liaison to and working in close coordination with the Special Assistant to the SSI Commander, USAR.

g. Provides timely and accurate responses to issues and questions raised by USAR units concerning the AG Corps/HR Field.

h. Provides career counseling to USAR AG/HR student officers.

6-10. EQUAL OPPORTUNITY (EO) PROPONENCY OFFICE

a. Advises the Commandant in all matters relating to Equal Opportunity (EO) and the Prevention of Sexual Harassment (POSH).

b. Serves as the training proponent for EO and POSH; develops and coordinates EO and POSH training doctrine.

c. Serves as the subject matter expert in all areas of EO training proponentcy and represents the Commandant in EO proponentcy meetings, reviews, and conferences.

d. Analyzes, designs, and develops EO and POSH training for TRADOC and non-TRADOC institutions. Coordinates training issues, programs and training strategies with HQDA. Plans, coordinates, implements, and evaluates training products in proponent areas. Develops training support packages and other training materials to support TRADOC's Training Development Model and the Total Army School System (TASS).

e. Procures and maintains a master set of EO training materials for use Army-wide.

f. Coordinates training requirements including training plans, curricula, publications, and other training products that have an impact or effect on areas of EO proponentcy.

g. Designs and coordinates the development of the Program of Instruction for Army Service Specific Training at the Defense Equal Opportunity Management Institute (DEOMI).

6-11. PROPONENCY AND LEADER DEVELOPMENT DIVISION

a. Performs personnel proponent functions (AR 600-3) for the Military Human Resources Field in the following personnel areas: AOC 42, warrant officer AOC 420A and 420C, enlisted Career Management Field (CMF) 42 (MOS 42A, 42F), executive assistant (ASI E3), postal (ASI 4J, F4 and F5), CMF 42 (Army Bands), and DA civilian career fields 50 and 57.

b. Develops professional development publications for CMF and Human Resources (HR) branch specialties.

c. Reviews, recommends, and coordinates actions related to AR 5-22, AR 600-3, and other DA proponent regulations.

d. Evaluates the AG/HR personnel inventory and recommends adjustments to support authorized positions and force structure changes.

e. Coordinates Manpower Requirements Criteria (MARC) studies/standards with U.S. Army Force Management Support Agency (USAFMSA).

f. Researches, analyzes and prepares statistics on the health of the AG Corps/HR Field; prepares briefings, memorandums, information papers and decision papers on personnel proponent issues.

g. Coordinates with other personnel agencies on proponent issues related to force structure, unit deployment, and the life cycle management process.

h. Develops, coordinates, and maintains the Function Review (FR) and the Functional Area Assessment (FAA) programs.

i. Monitors training for career field development to ensure adequate professional development.

6-12. CHIEF, ARMY BANDS PROPONENCY OFFICE

a. Serves as the primary advisor to the Chief, Army Bands (CAB) on all band matters.

b. Reviews personnel changes to organization authorization documents (TOE, MTOE, CTA, and TDA) for Army bands and band activities. Recommends changes to other Army proponents, USAFMSA, or Army Commands as appropriate.

c. Advises and assists USAREC in recruiting for the Army Bands Career Program (ABCP). Reviews and approves advertising and recruiting programs for Army bands.

d. Reviews strategic and tactical plans, studies, and initiatives concerning employment of Army bands. Develops force planning guides and allocation rules for Army bands.

e. Assists USAREC in the selection of applicants for training as warrant officer bandmasters by providing technical screening of the applicants' qualifications.

f. Serves as the principal advisor for the assignment of Active Army bandmasters (MOS 420C) for review and approval by Chief, Army Bands and submission to HRC.

g. Assists and advises HRC in Army band officer, warrant officer bandmaster, and Army band member accessions, management, and assignments.

h. Assists and advises HRC in Reserve Component staff bands officers and appointments and assignments.

i. Assists and advises HRC in monitoring the DA Centralized Band Member Accession Management Program and the musical qualifications of all Army band personnel.

j. Serves as an advisor in the review and analysis of Army band requirements.

6-13. TRAINING DEPARTMENT (TD)

a. Conducts Officer Education System (OES) Courses within the AGS to include Initial Entry Training (IET) for Officers and Warrant Officers, Professional Military Education Courses, and the HR technical phase of the Intermediate Level Education (ILE) Course.

(1) Aids in developing training material for resident and distributed learning (dL) courses.

(2) Certifies all instructors teaching resident OES courses and those teaching AGS proponent courses within the Total Army School System (TASS) training battalions.

b. ADVANCED OFFICER TRAINING DIVISION (AOTD).

(1) Conducts the AGCCC for both AC and RC officers.

(2) Develops AGCCC training products.

(3) Conducts the AG/HR Pre-Command / G1 Course (AG/HR PC/G1C),

(4) Monitors and develops Course Administrative Data (CAD), Programs of Instruction (POI), Lesson Plans, Spiral Development Teams (SDT), and participates in Structural Manning Decision Review (SMDR) process.

c. BASIC OFFICER TRAINING DIVISION (BOTD).

(1) Conducts the AG BOLC III, the AG WOBC, AG WOAC, and AG WOAC-RC.

(2) Develops training products for AG BOLC III AG WOBC, AG WOAC, and AG WOAC-RC.

(3) Coordinates administrative requirements and training schedule for the AG/HR PC/G1C.

(4) Coordinates and executes the AGS dL plan for AG WOAC-RC.

(5) Monitors and develops Course Administrative Data (CAD), Programs of Instruction (POI), Lesson Plans, Spiral Development Teams (SDT), and participates in Structural Manning Decision Review (SMDR) process.

d. INTERMEDIATE LEVEL EDUCATION DIVISION (ILED)

- (1) Conducts the HRMQC and HRMQC-RC.
- (2) Develops training products for the HRMQC and HRMQC-RC
- (3) Monitors and develops Course Administrative Data (CAD), Programs of Instruction (POI), and participates in Structural Manning Decision Review (SMDR) process.

e. COMBINED ARMS DIVISION (CAD)

- (1) Conducts the Common Core Training for officers attending AG BOLC III, AG WOBC, AG WOAC, AG WOAC-RC, and AGCCC.
- (2) Plans and executes the tactical tasks associated with technical training events, with primary focus on the culminating Tactical Training Base exercise.

6-14. INTER-SERVICE POSTAL TRAINING ACTIVITY (IPTA)

- a. Serves as the single DoD postal training activity, hosted by the U.S. Army.
- b. Conducts training utilizing a joint service cadre of subject matter experts, operating under the Inter-service Training Review Organization (ITRO) consolidated and collocated training Standard Memorandum of Agreement.
- c. Performs advanced training instruction and testing for all branches of service.
- d. Serves as the subject matter expert for military postal activities and operations.
- e. Acts in conjunction with Enlisted Education Development (EED), Training Development Directorate (TDD), USASSI to develop and validate doctrine, lessons, tests, and other training support material.
- f. Conducts three (3) courses:
 - (1) Postal Operations Course - An instructor-led, five-week course designed to train personnel from all services, E-1 thru O-4, in basic skills required to serve as a postal clerk.
 - (2) Postal Supervisor Course - A two-week and four-day course designed to train students from all branches of service, grades E-5 thru O-5, in the management and supervisory skills required to serve as a postal supervisor.
 - (3) Reserve Component Postal Operations Course – Phase I of a two-phase course. A two-week course designed to train USAR, in the grades of E-1 thru O-4, in Phase I of postal operations. Students will complete Phase II at a USAR location in order to receive the F5 Postal Operations Additional Skill Identifier (ASI).

6-15. U.S. ARMY SCHOOL OF MUSIC

a. COMMANDANT, U.S. ARMY ELEMENT, SCHOOL OF MUSIC

- (1) Serves as Commander of the U.S. Army Element, School of Music (USASOM).
- (2) Responsible for the development and conduct of all resident and non-resident training for Army Bands.
- (3) Responsible for developing and documenting all doctrinal, equipment and manpower requirements for Army Bands.
- (4) Coordinates with the Commanding Officer, School of Music to ensure all policies prescribed by TRADOC and Chief, Naval Education and Training are effectively administered.

b. COMMAND SERGEANT MAJOR

- (1) Serves as the principal enlisted assistant and advisor to the USASOM Commandant.
- (2) Serves as the Commandant of the Army Bands NCO Academy.
- (3) Executes established USASOM policies and monitors standards of performance, training, and conduct of all enlisted personnel.
- (4) Serves as the subject matter expert for methods of instruction for all USASOM AIT and NCOES training.
- (5) Serves as the President of USASOM enlisted promotion boards.

c. DIRECTORATE OF SUPPORT

- (1) Develops and documents budget, manpower management, and organizational structure requirements for the USASOM.
- (2) Coordinates logistical support and facilities maintenance with the host service.
- (3) Plans and directs the supply, maintenance, and distribution of training materials.
- (4) Develops plans, policies, and procedures pertaining to civilian personnel management.
- (5) Provides automated information systems support.

d. DIRECTORATE OF TRAINING

(1) Conducts resident training for all Army Bands active and reserve component officer and warrant officer basic and advanced courses.

(2) Analyzes, designs and coordinates development of training for Army Bands proponent courses. Coordinates training issues, programs and training strategies with proponent agencies. Plans, coordinates, implements and evaluates training for new systems in proponent areas. Participates in the development of training support packages (TSPs) and other training materials to support the TRADOC Training Development Model and The Army School System (TASS).

(3) Monitors and assists in development of Course Administrative Data (CAD). Participates in the Structural Manning Decision Review (SMDR) process.

(4) Serves as liaison with the host school and the NCO academy to ensure AIT and NCOES courses are compatible with approved doctrine. Provides subject matter expert support in the development of TSPs for these courses.

e. DIRECTORATE OF TRAINING AND DOCTRINE

(1) Training proponent for 42C, 420C, and 42R.

(2) Designs and develops all combat development related doctrinal and training literature products for Army Bands.

(3) Designs and develops equipment requirements for Army band organizational documents, in conjunction with Army Band Proponency Office.

(4) Designs and publishes exportable training products for Army bands. Develops multimedia-training strategies in support of the Army Distance Learning Plan (ADLP).

(5) Designs and assists in the development and revision of new and existing Programs of Instruction (POI) for USASOM proponent courses.

(6) Serves as the webmaster for the USASOM website.

f. SCHOOL COMPANY

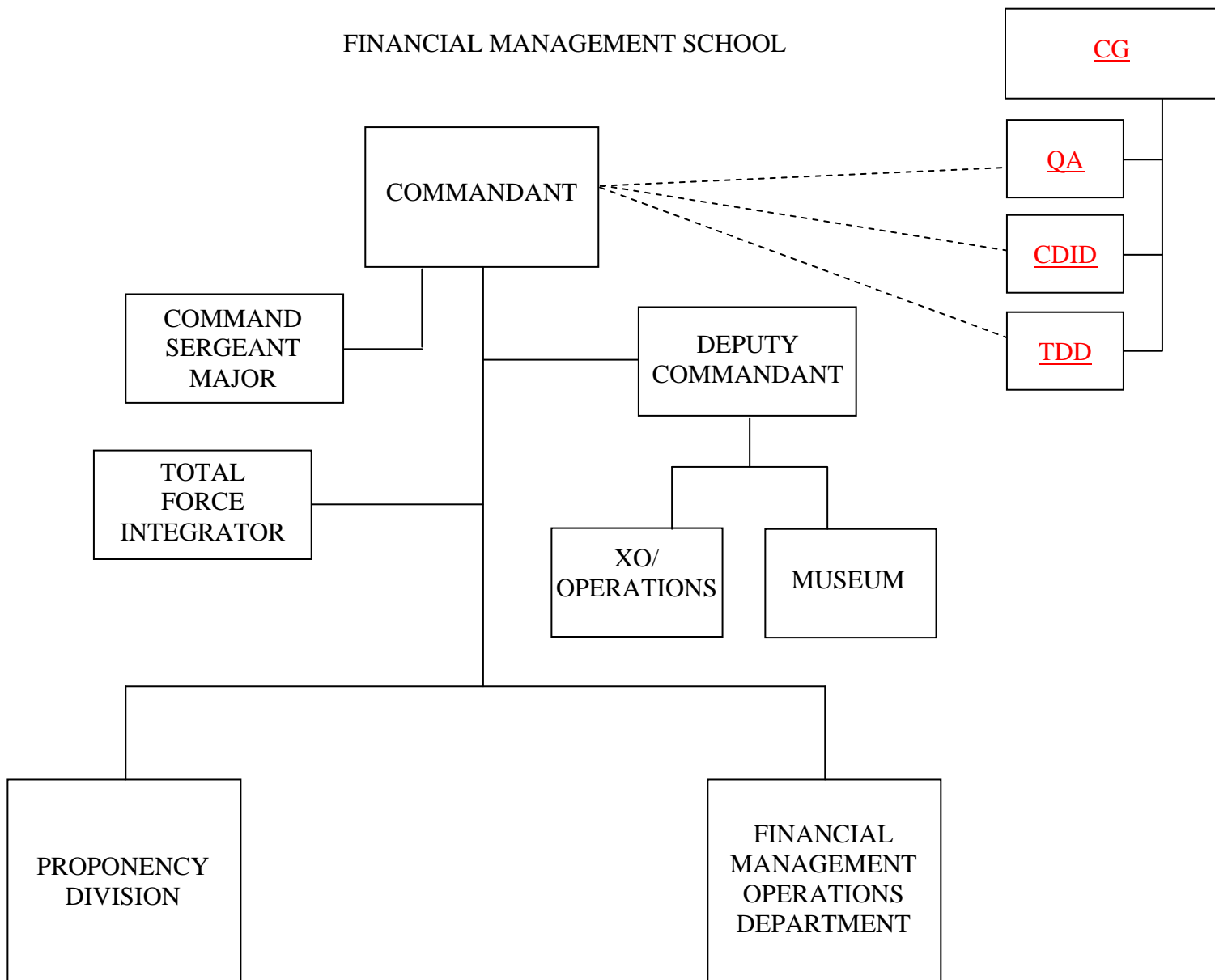
(1) Provides command and control, administrative, logistical and garrison support, and military justice for students, staff and faculty personnel assigned or attached to the USASOM.

(2) Plans, coordinates and supervises the administration of company level general military training and testing.

(3) Develops, implements and maintains an effective NCOPD and OPD programs. Plans and conducts field training exercises in support of AIT and NCOES courses. Develops, implements and maintains an effective cadre training program. Monitors and oversees the Soldierization process for IET personnel.

CHAPTER 7

FINANCIAL MANAGEMENT SCHOOL



MISSION

Provide trained, ready, and agile military and civilian leaders and develop complementary concepts, doctrine, organization, materiel and across the spectrum of Financial Management (FM) in support of America's Armed Forces in war and peace. Act as both the branch and personnel proponent for the Finance Corps, and serve as the home of the Finance Corps Regiment.

FUNCTIONS

7-1. COMMANDANT

- a. Serves as Commandant of the Financial Management School, Branch Proponent for the Finance Corps, and Chief of the Finance Corps and the Finance Corps Regiment.
- b. Directs the Financial Management School staff and faculty to accomplish the objectives of the USASSI Commander.
- c. Directs professional and leader development and training to officers, enlisted, and civilian personnel assigned to the Financial Management School as well as students in military pay operations, financial management, accounting, and resource management courses.
- d. Assists the Soldier Support Institute (SSI) with the combat development process; development of doctrine, force structure, training and evaluation programs; and serves as the Army's principal advocate for the Finance Corps.
- e. Supports force development, combat development and tactical automation processes related to financial management, accounting and resource management; coordinates actions with TRADOC and TRADOC schools, Combined Arms Support Command (CASCOM), HQDA functional proponent, and Defense Finance and Accounting Service (DFAS).
- f. Works with the SSI to ensure compliance with the Training Development (TD) Model for instructional materials.
- g. Works with the SSI to ensure the establishment and coordination for testing and grading programs for financial management courses.
- h. Works with the SSI to ensure complete and effective review and evaluation of instructional presentations.
- i. Coordinates the assignment of BC 36 (BC44 and FA45) officers within the Institute.
- j. Ensures management control systems are in place, operational, and meet prescribed management control standards to effectively and efficiently manage government resources.

7-2. DEPUTY COMMANDANT

- a. Serves as the Commandant in the Commandant's absence.
- b. Oversees and directs the daily operations of the Financial Management School.

- c. Supervises the executive officer and museum curator in the conduct of daily operations.
- d. Oversees school resources, to include budget, manpower, and supply.
- e. Administers civilian employee professional development program.

7-3. COMMAND SERGEANT MAJOR

- a. Serves as the Command Sergeant Major of the Finance Corps, Finance Corps Regiment and Financial Management School.
- b. Advises the Commandant on matters affecting enlisted personnel in the Financial Management School and Finance Corps, to include instructional, proponency and assignment matters.
- c. Executes the School's NCO professional and leader development program.
- d. Serves as the senior enlisted student counselor for academic and conduct matters, with emphasis placed on AIT students.
- e. Advises the Commandant on development, operation, doctrine and administration associated with NCO professional and functional courses charged to the School.
- f. Manages the assignment of 36B-series (44C) MOS personnel within the SSI and other enlisted series MOS personnel within the Financial Management School.
- g. Advises the Commandant on development and execution of school policies, goals, and objectives.

7-4. TOTAL FORCE INTEGRATOR

- a. Serves as primary Reserve Component (RC) advisor to Commandant and staff on activities that pertain to the RC Financial Management (FM) community.
- b. Provides RC perspective on issues and initiatives developed by the FMS and SSI directorates.
- c. Employs independent research techniques and analytical methods to develop/refine RC positions related to mobilization and Total Force Integration.
- d. Coordinates all RC actions involving USARC, OCAR, NGB, and AR-PERSCOM and ensures a consistent position is established on all actions affecting RC FM proponency.
- e. Serves as staff advisor concerning all mobilization and force integration actions and coordinates RC support to the FMS through requests for ADSW, AT, or other appropriate tours of duty.

f. Provides timely and accurate responses to issues and questions raised by RC units concerning the Finance Corps.

g. Monitors the mobilization TDA and coordinates recruitment of eligible individuals.

h. Conducts educational briefings to all professional development courses taught at FMS in regards to the RC.

i. Assists in the counseling, mentorship, and career development of students, with particular attention to those with follow-on assignments with the RC.

7-5. EXECUTIVE OFFICER/OPERATIONS

a. Supervises and coordinates administrative, logistical and operational actions, plans and policies.

b. Maintains and coordinates the School TDA and unit status report and submits to SSI monthly.

c. Implements established management control standards to ensure effective and efficient operations of school mission.

d. Manages the Financial Management School security program.

e. Supervises and executes Financial Management School military and civilian personnel actions.

f. Develops the annual operating budget and submits to SSI for approval/funding.

g. Maintains the long range calendar through coordination with internal staff as well as external agencies and activities.

h. Serves as tasking authority in the FMS and manages suspense actions within the same.

7-6. FINANCE CORPS MUSEUM CURATOR

a. Operates the Finance Corps Museum under the guidance and policies of the U.S. Army Center for Military History and the policies and directives of the Financial Management School Commandant.

b. Develops and conducts heritage training on the history of U.S. Army financial management operations by exhibiting historical memorabilia and providing interpretive displays and lectures.

c. Collects, preserves and manages artifacts and objects that exemplify the duties, roles and responsibilities of Army Financial Managers and how they have supported the mission of the U.S. Army.

d. Serves as a research source concerning inquiries about the history of the Finance Corps and historical financial management operations of the U.S. Army.

e. Provides educational displays and training materials in support of the Financial Management School, U.S. Army Financial Management units and their operations worldwide.

f. Serves as liaison between the Financial Management School and the museum community at Fort Jackson, state and local museums and historical sites.

7-7. FINANCIAL MANAGEMENT OPERATIONS DEPARTMENT (FMOD)

a. DIRECTOR, FMOD

1) Directs resident and mobile training for accounting, financial and resource management operations. Conducts training at all echelons to include advanced individual training, officer education system and functional courses.

2) Coordinates the development of new and updated training with the SSI Training Development Directorate (TDD), SSI Capabilities Development Integration Directorate (CDID) and FMS Proponency.

b. ADVANCED INDIVIDUAL TRAINING DIVISION

1) Directs Financial Management Advanced Individual Training (AIT) operations.

2) Coordinates changes and update of all course materials with TDD.

c. FINANCE OPERATIONS DIVISION

1) Plans and conducts officer education system training for the Finance Captains' Career Course (FCCC), FCCC-Reserve Component Phases II and IV, Finance Basic Officer Leader Course (BOLC), and all other officer professional development courses.

2) Orchestrates the delivery of resident and mobile training of all Financial Management courses.

3) Schedules classes, counsels students and ensures test controls and related administration of assigned courses are in accordance with provided guidelines.

4) Coordinates the conduct of weapons ranges with SSI CAD personnel for support. Conducts all field training exercises for proponent courses; coordinates with Adjutant General School as required.

5) Executes a CAPSTONE exercise for all students using the SSI FOB.

6) Coordinates changes and updates of all course materials with TDD.

d. FINANCIAL MANAGEMENT DIVISION

- 1) Directs resident and mobile training for resource management and accounting courses.
- 2) Schedules classes, counsels students and ensures test control and related administration of assigned courses are in accordance with provided guidelines.
- 3) Conducts resource management and accounting training for the Finance Basic Officer Leader and Finance Captains' Career Courses (BOLC and FCCC).
- 4) Coordinates changes and updates of all course materials with TDD.

7-8. CHIEF, PROPONENCY DIVISION

- a. Serves as branch and personnel proponent for the Finance Corps IAW AR 5-22, The Army Proponent System, and AR 600-3, The Army Personnel Proponent System.
- b. Coordinates Finance Corps issues with the Army staff, Finance field network, Major Army Commands (MACOM), and Defense Finance Accounting Service (DFAS).
- c. Assists in development of initial concept statements for finance organizations.
- d. Reviews doctrinal literature for the Finance Corps.
- e. Reviews input to joint and Army doctrine for employment of financial management units in joint, combined, and special operations and non-financial management conceptual and doctrinal literature as requested by CDID.
- f. Supports TDD in the conduct of Critical Task Site Selection Boards (CTSSB) and disseminates results for fielding throughout the Army and DoD's financial management network.
- g. Provides subject matter expertise (SME) during updates of Soldier Training Plans (STP), Mission Training Plans (MTP), and other training materials by government contractors.
- h. Produces and revises financial management centric professional development related and informational publications.
- i. Ensures coordination of projects and workload with CDID, TDD, SSI, TRADOC, CASCOM, service schools, HQDA, DFAS, and other agencies as required.
- j. Assists CDID in determining materiel needed to fulfill force development objectives, resolve deficiencies, and support the Finance Corps' concept of operations, organizations and doctrine.
- k. Develops briefing information for the Finance Corps and Financial Management School; maintains library of briefing material applicable to the School and Corps.

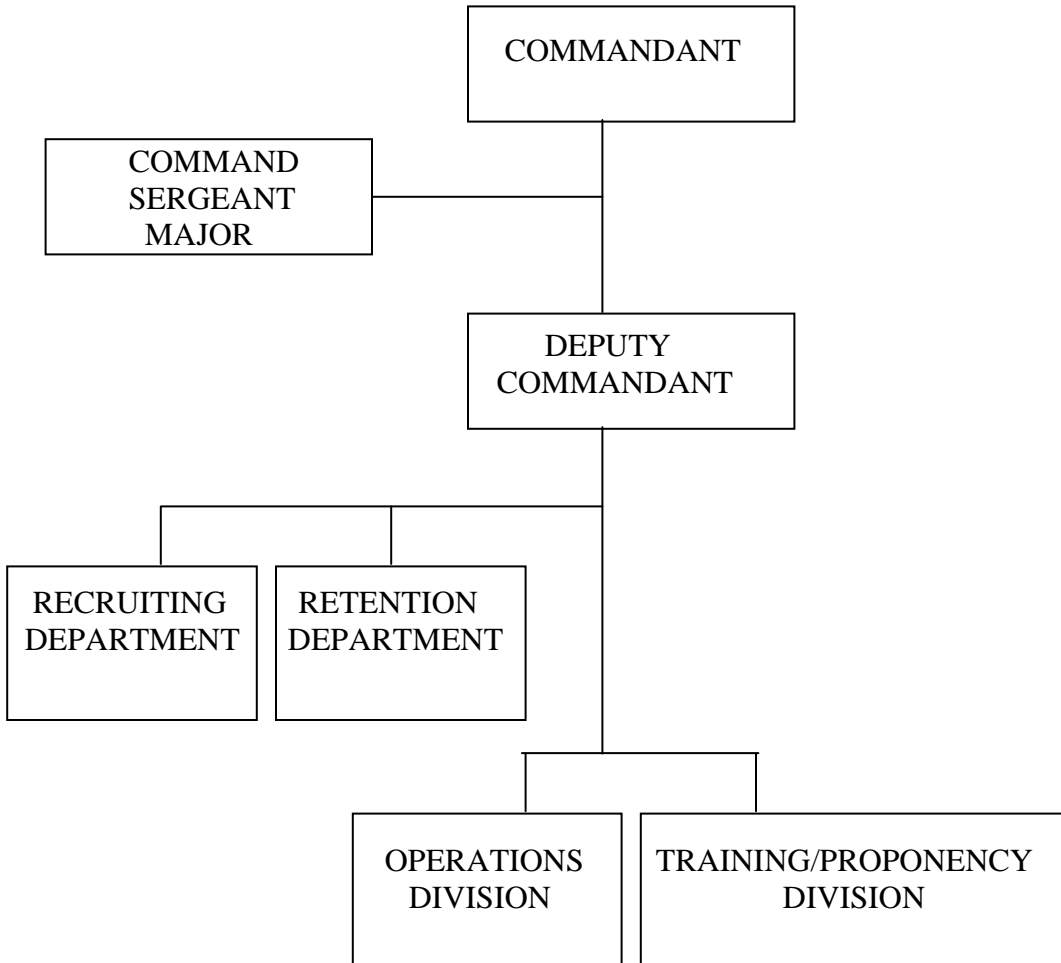
l. Reviews training development products to ensure compatibility with operational concepts, current and emerging doctrine, and professional development models.

m. Reviews plans, programs and assists in the coordination of the development of C4 (command, control, communications, and computer) equipment for the Finance Corps and assists in the resolution of field identified issues.

n. Reviews and participates in user tests and evaluates various Finance automation systems.

o. Assists with development of training literature, individual and collective training programs, and instructional media supporting systems in the instruction/unit training environment.

CHAPTER 8
RECRUITING AND RETENTION SCHOOL



MISSION

To train Officers and NCOs in the skills, knowledge, and techniques required to provide and maintain the personnel strength of America's Army. To train NCOs for initial and advanced assignment as recruiters or career counselors. To prepare battalion and company commanders for USAREC command. To conduct worldwide Mobile Retention Training for the Army. To provide CMF 79 Regulatory guidance for AR 611-201. To provide technical guidance and training support to USAREC.

FUNCTIONS

8-1. COMMANDANT

- a. Provides leadership and guidance for Recruiting and Retention training missions.
- b. Coordinates support from USASSI elements, higher headquarters to include HQDA, PERSCOM, OCAR, NGB, FORSCOM, TRADOC, CASCOM, and USAREC.
- c. Coordinates POI and other proponent issues with both the 84th Reserve Training Academy (RTA) and the National Guard Professional Educational Center, Strength Maintenance Training Center (PEC-SMTC).
- d. Provides direction in completing the objectives of the Commander, USASSI.
- e. Provides subject matter expertise in proponent, doctrine, and training related to recruiting and retention.
- f. Reviews and evaluates instructional presentations ensuring accuracy and effectiveness.
- g. Establishes test and grading programs for training courses.
- h. Presents briefings on recruiting and retention subjects as required.
- i. Complies with Training Development (TD) model practices.
- j. Supervises development and validation of course materials and programs of instruction; maintains a continuous audit trail.
- k. In conjunction with USAREC, conducts a thorough curriculum review to ensure POI and lesson plans are up to date and in compliance with current governing USAREC doctrine and policy.
- l. Promote safety in all activities.

8-2. DEPUTY COMMANDANT

- a. Performs duties as acting Commandant when required.
- b. Coordinates and supervises activities of RRS staff to ensure prompt and efficient support to cadre and students.

- c. Directs RRS staff in the functional support areas of administration, operations, budget and logistics as well as doctrine/proponency.
- d. Prepares the annual operating budget for Resource Management review.
- e. Coordinates external RRS requirements with USASSI, PERSCOM, DCSPER, USAREC, TRADOC, CASCOM, and others.
- f. Updates as required the RRS TDA and unit manning report.
- g. Ensures internal controls are in place and operational to manage government resources.
- h. Coordinates and manages overall problems dealing with training adjustments (ATTRS/TRAPS).

8-3. SCHOOL COMMAND SERGEANT MAJOR

- a. Advises Commandant as the subject matter expert on all proponent, doctrine, and training related issues concerning recruiting and retention.
- b. Serves as principal advisor and senior instructor for the RRS Commandant.
- c. Serves as senior enlisted counselor for academic and student conduct matters.
- d. Represents the Commandant as the senior enlisted representative for resident and distributed training.
- e. Serves as senior enlisted spokesman for personnel proponency and enlisted constituency on personnel management, manpower management, and training management issues affecting CMF 79.
- f. Oversees RRS physical fitness program.
- g. Ensures adequate facility support for RRS cadre and students.
- h. Leads CMF/MOS conferences attended by SGM/senior enlisted representatives from HQDA field operating agencies and MACOMs; attends similar conferences conducted by the same elements/commands.
- i. Serves as senior enlisted leader and supervisor of RRS attached personnel.
- j. Responsible for RRS NCODP; coordinates the RRS Training Program.
- k. Serves as primary link in NCO support channel; ensures proper and timely care of the individual soldier and his/her families.

- l. Coordinates with USAREC and PERSCOM on instructor replacements for RRS.
- m. Oversees the RRS sponsorship program.
- n. Coordinate faculty training and development.

8-4. RECRUITING DEPARTMENT

- a. Leads resident instruction on recruiting policy and procedures.
- b. Provides specialty training to recruiter candidates, station commanders, Army Medical Detachment (AMEDD) recruiters, recruiter trainers, guidance counselors, USAREC BDE and BN staff officers and recruiting brigade, battalion, and company commanders.
- c. Trains USAREC general-level staff on recruiting at RRS.
- d. Instructs the following resident courses: Army Recruiter Course, Station Commander Course, USAREC First Sergeant Course, Guidance Counselor/Operations Course, Operations Officer Course, Health Care Recruiting Course, Recruiting Company Commander Course, Recruiting Battle Staff Course, USAREC Command Sergeant Majors Course, and Pre-Command Course.
- e. Prepares, maintains, and updates the Soldiers Training Publication (STP) and Officer/Civilian Foundations Standard (OCFS) for Army MOS 79R.
- f. Maintains examination materials.
- g. Maintains lesson plans in accordance with current USAREC doctrine.
- h. Initiates actions regarding academic training or elimination for students.
- i. Provides technical input to USAREC on policy changes and development of regulations.
- j. Ensures all courses are current and instruction provided meets standards.
- k. Coordinates Army Recruiting Information Support System (ARISS) training for all RRS cadre and students.
- l. Provides automation/computer training for all RRS cadre/students.
- m. Coordinates recruiting policy matters with USAREC.
- n. Coordinates joint instruction within USASSI schools.
- o. Leads, seminars, conferences, lectures, and demonstrations when called upon.
- p. Administers examinations for all resident courses.

- q. Administers hardware performance tests.
- r. Develops and administers practical exercises.
- s. Conducts after action reviews.
- t. Provides instruction/supervisory support for all courses, students, and instructors.
- u. Maintains and issues supplies, equipment, and training aids to faculty and students for resident instruction.
- v. Develops and implements Mobile Training Teams on request from USAREC.
- w. Conducts remedial training for all recruiting students.
- x. Conducts train-the-trainer courses.
- y. Coordinates and conducts Recruiter Development Center activities.
- z. Designates senior USAR instructor as USAR liaison to act on USAR-unique matters concerning USAR students.

8-5. RETENTION DEPARTMENT

- a. Conducts instruction on basic and advanced retention as well as reserve transition policy and procedures.
- b. Conducts the Retention NCO Course, ANCOC Retention Track, and Transition NCO Course.
- c. Manages and schedules the DA Mobile Retention Training Team (MRTT) program.
- d. Prepares and updates the Soldier Manual for Active Army MOS 79S and ARNG/USAR MOS 79T/V.
- e. Develops all lesson material for retention courses at RRS.
- f. Provides instructors as required to orient First Sergeants and Sergeants Major at the Sergeants Major Academy regarding the Total Army Retention Program.
- g. Coordinates with HQDA and PERSCOM on retention policies for active Army and instructor replacement personnel.
- h. Leads seminars, conferences, lectures, and presentations as required.
- i. Administers hardware practical exercises and performance tests.

- j. Provides instructor/supervisory support for all courses, students, and instructors.
- k. Maintains and issues supplies, equipment, and training aids to retention students and faculty.
- l. Coordinates funding requirements with HQDA DCSPER.

8-6. OPERATIONS & SUPPLY

- a. Maintain a correspondence control register.
- b. Maintains an office reference library.
- c. Processes incoming/outgoing mail to all RRS cadre and students.
- d. Prepares and processes requests or personnel actions; awards, NCOERs, etc.
- e. Prepares student reports and correspondence.
- f. Manages/resolves RRS students' pay problems – coordinate with finance, USAREC, etc., for resolution.
- g. Coordinates uniform issues for all ARC students, both ACU and Dress Blue.
- h. Maintain the personnel status for each training department and school element.
- i. Maintain records and files on class schedule and support requirements.
- j. Supervise and coordinate school supply operations.
- k. Maintain informal accountability and budget preparation to support budget management process.
- l. Order, receive, and inspect supplies and equipment; distribute to school elements.
- m. Manage authorized operating allowance of supplies and equipment.
- n. Maintain authorized equipment and school facilities.
- o. Coordinate billeting, mess, and transportation for students.
- p. Coordinate SRP dates for all ARC Students

8-7 USAREC Liaison Functions (performed by Operations Civilian)

- a. Provide critical link between RRS and USAREC.

- b. Coordinate guest speaker program for RRS.
- c. Coordinate “USAREC Day” with USAREC directorates to pitch briefings via T-NET on a regular basis
- d. Maintains over \$60K annual USAREC budget for student supplies, e.g. briefcases, planning guides, badges.
- e. Escorts VIPs to the RRS.
- f. Maintains 2 USAREC-dedicated government vehicles.
- g. Provides reports and statistical information to the Commandant.
- h. Prepares comprehensive briefing slides for various VIP's.
- i. Coordinates all welcome packets to RRS ARC students going to specific USAREC battalions. Maintains appropriate stock.
- j. Provides status reports pertaining to RRS students.
- k. Screens soldiers reporting to the ARC for eligibility. Disseminates information to USAREC and PERSCOM on student de-enrollment and/or ineligible to train.
- l. Advises ARC students on numerous issues.
- m. Provides and coordinates specific assignments for all ARC students.
- n. Coordinates administrative/assignment issues with in-bound RRS students. Coordinates Educator Tours.
- o. Master hand receipt holder for all USAREC supplies.
- p. Procures USAREC supplies utilizing the government supply credit card.

8-8. DIRECTOR of TRAINING/PROPONENCY DIVISION

- a. Performs proponency duties; accomplishes personnel proponent responsibilities in accordance with applicable regulations.
- b. Coordinates essential changes to instructional materials.
- c. Provides input to special development projects, as applicable.
- d. Validates course and training materials and maintains a continuous audit trail.

e. Coordinates task review boards and curriculum review panels to support proponent courses for development of the Soldier's Training Publication and Officer Civilian Foundation Standard.

f. Provides technical assistance to Professional Education Center, Strength Maintenance Training Center (PEC-SMTC) and 84th Reserve Training Academy (RTA) on TRADOC course materials and CMF 79 issues.

g. Serves as coordinator for review of all new course materials based on changes in prescribed doctrine.

h. Acts as liaison for all components within the Department of the Army for issues pertaining to CMF 79.

i. Develops all command plan actions that pertain to CMF 79.

j. Provides required data for Force Design Updates for review by Department of the Army.

k. Coordinates with USAREC to determine student training loads for the Structure Manning Decision Review (SMDR).

l. Represents CMF 79 at Yearly Functional Area Assessments.

m. Provides TDA input to the RMO as changes in structure or school configuration occur.

n. Serves as program manager and principal adviser to the RRS Commandant for the development, administration, and internal evaluation of resident, distance and unit training for which RRS is proponent.

o. Serves as the integrator for training and doctrine actions affecting RRS.

p. Serves as program manager and tasking agent for actions encompassing the training development process for training analysis, design, and development of Training Development (TD) Model.

q. Oversees the development of training concepts and strategies; determines training direction.

r. Approves concepts, plans, proposals, and products used for designing, implementing and evaluating individual training; i.e., Individual Training Plans (ITP), Course Administrative Data (CAD), and Program of Instruction (POI). Ensures product consistency, compliance with regulatory guidance and commander's training strategy. Maintains master file of products

s. Coordinates the development of Soldier Training Publications (STP) and Officer Civilian Foundation Standards for proponent specialties and staff.

t. Manages the contracting for and quality control of contractor-developed individual and collective training material.

u. Serves as point of contact with TRADOC, CAC, and CASCOM on actions associated with the TD Model, Army Training and Evaluation Program, and Training and Doctrine Development (TD2) database.

v. Serves as RRS's coordinating agent for actions related to lean six sigma initiatives.

w. Manages SSI printing program.

x. Coordinates resident training management activities; coordinates distance learning training management.

y. Coordinates with DA and TRADOC staff to resolve training constraints.

z. Coordinates and publishes the RRS SOP annually.

aa. Schedules classes, makes adjustments as required by the Program of Instruction (POI) revisions; inputs class schedules for resident courses into the Army Training Requirement and Resources System (ATRRS).

bb. Prepares and distributes training and training support schedule for resident courses.

cc. Develops and maintains master schedules and related control documents for each resident course.

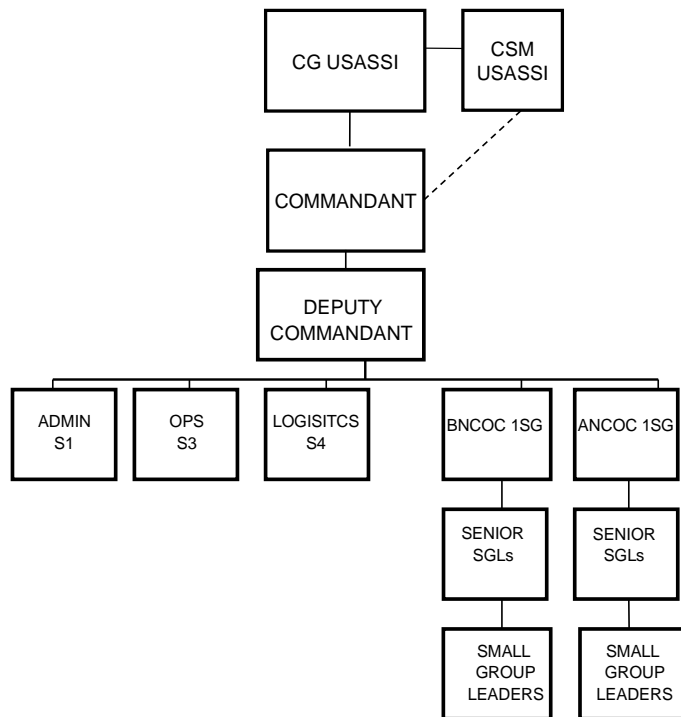
dd. Compiles statistical data pertaining to programmed student input and in-training load, maintains related records, and prepares necessary reports.

ee. Maintains ANCOC Guest Speaker program.

ff Serves as the POC for all accreditation issues for the RRS, including PEC-SMTC, and 84th RTA.

CHAPTER 9

NONCOMMISSIONED OFFICER ACADEMY



MISSION

To train DA selected NCOs through relevant, objective evaluation; growing adaptive leaders fostered in an environment that facilitates competence, confidence, creativity and team building to achieve success in any operating environment. Noncommissioned Officers tactical and technical skills are necessary to train, motivate, and lead Soldiers to take our Army into the next century while instilling Army values and understanding leaders and assisting in their development through Be, Know, Do.

FUNCTIONS

7-1. COMMANDANT, NCO ACADEMY

- a. Commands, manages, and controls the operation of the Noncommissioned Officers Academy, Soldier Support Institute. Oversees the welfare and discipline (less UCMJ) of cadre and students.
- b. Coordinates with the Sergeants Major Academy and four proponent Commandants on programs of instruction to ensure training products remain current, realistic, and challenging.
- c. Advises the Soldier Support Institute CG and CSM on matters pertaining to the Noncommissioned Officer Education System (NCOES).
- d. Establishes programs supporting the customs and traditions of the Noncommissioned Officer Corps.
- e. Represents the NCO Academy at military/civilian functions as required.

7-2. DEPUTY COMMANDANT, NCO ACADEMY

- a. Coordinates and supervises the day to day operations of the NCO Academy.
- b. Directs, supervises, and coordinates Academy staff activities, to include relationships with higher headquarters.
- c. Informs the Commandant and staff on matters affecting the academy and represents the Commandant in his absence.
- d. Monitors and carries out staff and academy operating procedures and policies.
- e. Coordinates actions with the SSI CSM and Deputy Commander.
- f. Serves as a liaison between the NCO Academy and PERSCOM NCOES Branch.
- g. Coordinates all financial requests and inquiries, and submits travel settlements to various finance offices.
- h. Interacts with the installation billeting manager to ensure student's quality of life needs are at the highest standards possible.

7-3. S-1, NCO ACADEMY

- a. Supervises, plans, and coordinates personnel and administrative operations.
- b. Maintains current projected strength data.
- c. Maintains personnel information data base for cadre and students.
- d. Maintains Policy Memorandums and Standing Operating Procedures.

e. Proponent for student and small group leader information guides. Serves as centralized point of contact for students.

f. Coordinates promotions, awards, and change of command ceremonies, to include social events.

g. Maintains student records. Prepares, distributes, and files student elimination proceedings.

h. Prepares Academic Evaluation Reports and provides administrative support for graduation ceremonies.

i. Develops and maintains NCO Academy Homepage to facilitate information for inbound students.

7-4. S-3, NCO ACADEMY

a. Coordinates and facilitates the management of training, plans, and operations for the NCO Academy.

b. Requisitions, stores, and issues academic publications required to execute ANCOC, BNCOC, and Common Core (CC) POIs.

c. Coordinates common leader training, programs of instruction, course administrative data and individual training plans with the Directorate of Training Support and USASMA.

d. Coordinates with the United States Army Sergeants Major Academy (USASMA) and four school proponents for programs of instruction, course administration data, and training support packages.

e. Coordinates subsistence requirements with Directorate of Logistics, Food Service.

f. Publishes all training schedules for students and cadre training.

7-5. S-4, NCO ACADEMY

a. Provides supervisory responsibility and advises the Commandant on the logistical missions; determines and coordinates supply actions.

b. Plans, coordinates and inspects supply related programs and supply requirements within the NCO Academy.

c. Manages field support and organizational equipment under established procedures for storage, maintenance, issue, turn-in and replacement; determines equipment readiness status.

d. Serves as the Central Issue Facility (CIF) for students attending ANCOC and BNCOC.

e. Coordinates logistical activities with other staff elements and Fort Jackson's supply and service agencies.

f. Submits and monitors work orders to ensure proper maintenance and upkeep of the NCO Academy facilities.

7-6. ANCOC FIRST SERGEANT, NCO ACADEMY

a. Conducts Advanced Noncommissioned Officer Courses for MOS' 42A, 44C, 56M, 79R, and 79S.

b. Conducts training from POIs developed by four MOS proponents.

c. Coordinates with MOS proponents to ensure training is current, realistic, and challenging.

d. Qualify and certifies all assigned Small Group Leaders IAW USASMA and proponent regulatory requirements.

e. Prepares Academic Evaluation Report for students.

f. Administers the Army Physical Fitness Test to incoming students.

g. Provides security for the NCOA, Training Support Battalion and the SSI Headquarters.

h. Determines student leadership positions.

i. Interacts with the installation billeting manager to ensure student quality of life needs are at the highest of standards possible.

j. Ensures Military leadership and Army Values are practiced and reinforced daily.

k. Conducts student FTXs.

l. Ensures each ANCOC class participates in community projects.

m. Conducts student olympics.

n. Proponent for safety and composite risk-management for ANCOC students and all NCO Academy cadre.

7-7. BNCOC FIRST SERGEANT, NCO ACADEMY

a. Conducts the Basic NCO course for MOS' 42A, 44C, 56M and CC (all MOS').

b. Conducts training from POIs developed by USASMA and three MOS proponents.

c. Coordinates with technical proponent school writers and developers to ensure POI, course administrative data and training support packages are current, realistic and challenging.

d. Qualify and certify all assigned Small Group Leaders IAW USASMA and proponent regulatory requirements.

e. Prepares Academic Evaluation

COMMANDER

 nts.

f. Proponent and manager for the weight control program in the NCO Academy for academy students.

g. ~~Determines leadership positions for BNCOC students. Assigns, rotates and evaluates students through these positions during the course.~~

h. Interacts with the installation billeting manager to ensure student's quality of life needs are at the highest standards possible.

i. Maintains continual enforcement of Army standards and reinforcement of Army Values with BNCOC students.

j. Conducts and evaluates students on their Common Leader Combat Skills (CLCS) tasks during a FTX/CTX.

k.. Administers the Army Physical Fitness Test to incoming students.

l. Conducts daily physical fitness training and quarterly Student Olympics.

m. Proponent for safety and composite risk-management for BNCOC students and cadre.

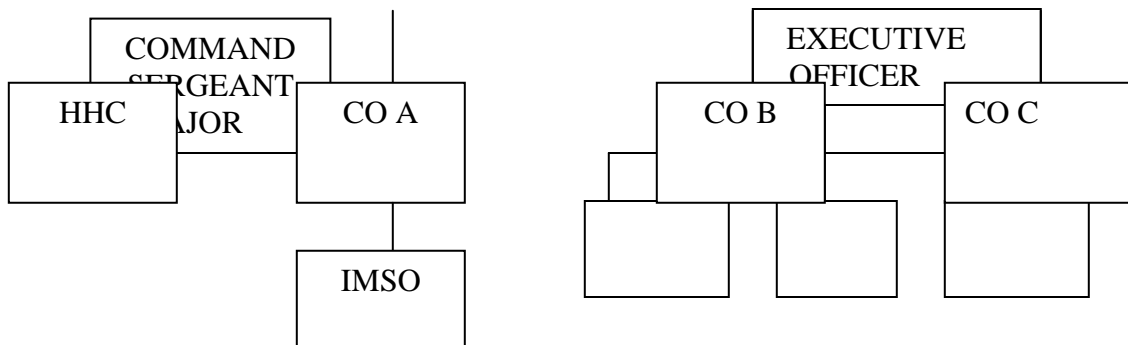
CHAPTER 10

TRAINING SUPPORT BATTALION

S1

S-2/3

S4



MISSION

Provide battalion level command and control, training, administrative and logistical support to Soldiers and civilians assigned and attached to the Training Support Battalion.
Provide external support for Ft. Jackson, CASCOM, and TRADOC taskings to the Soldier Support Institute.

FUNCTIONS

10-1. COMMANDER, TRAINING SUPPORT BATTALION

- a. Commands, controls, disciplines and oversees the welfare of military personnel assigned or attached to the U.S. Army Soldier Support Institute (USASSI).
- b. Coordinates with the Directorate Chiefs, AGS, FMS, RRS and NCOA Commandants on programs, activities and requirements that impact planning, scheduling or fulfillment of USASSI training requirements.
- c. Represents the battalion at military/civilian functions as required.

- d. Represents the SSI at selected installation councils as required.
- e. Provides summary court-martial convening authority for personnel assigned or attached to USASSI, except for 369th AG Bn.

10-2. EXECUTIVE OFFICER, TRAINING SUPPORT BATTALION

- a. Directs, supervises and coordinates battalion staff activities, to include relationships with subordinate elements, schools, directorates and higher headquarters.
- b. Informs the commander, command sergeant major and staff on all matters affecting the organization.
- c. Represents and assumes command of the battalion in his or her absence.
- d. Monitors and executes standard operating procedures (SOPs) and battalion policies IAW applicable regulations and guidance.
- e. Ensures the commander's mission and intent are executed accordingly within the staff elements.
- g. Reviews all staff actions, internal/external taskings and other correspondence for situational awareness and correctness prior to the commander's receipt.
- h. Approves actions as authorized by the commander.
- i. Informs subordinate unit commanders of actions affecting the unit's mission and personnel.
- j. Oversees the preparation and execution of the TSB budget, MWR unit fund and Cup & Flower Fund.

10-3. COMMAND SERGEANT MAJOR

- a. Serves as principal enlisted advisor to the Training Support Battalion (TSB) Commander.
- b. Responsible to the Commander, TSB, for area beautification and headquarters maintenance and repair.
- c. Serves as president or member of senior noncommissioned officers' councils, enlisted promotion boards and other boards or panels that affect the soldiers assigned to the command.
- d. Represents enlisted soldiers at installation advisory councils.
- e. Provides recommendations to the Commander, staff and companies regarding discipline, leave, pass, uniform regulations, promotions, assignments, awards and decorations, reenlistment, training, maintenance, logistics and other areas that affect enlisted soldiers.

f. Maintains high standards of discipline and conduct; ensures proper leadership and supervisory techniques are applied at the NCO level.

g. Advises enlisted personnel on procedures for access to the Training Support Battalion Commander, Inspector General channels and equal opportunity councils where appropriate.

h. Responsible for assigning enlisted soldiers within the Battalion.

i. Provides recommendations and/or advises company commanders and 1SGs on matters concerning enlisted soldiers.

j. Assists in reception of visitors to the Command.

k. Assists the Commander in developing and carrying out a comprehensive physical fitness program, ensuring readiness and esprit through competitive athletics. Assists in early identification of overweight individuals and follow through on responsiveness to the program.

l. Advises on the planning of wholesome social and recreational activities. Conducts periodic visits to clubs, lounges, and other recreational facilities to ensure a command presence contributes to wholesome environments and discourages unethical conduct.

m. Monitors health, morale and welfare of unit members and their families.

n. Trains the battalion noncommissioned officers; visits training sites and activities, focusing particular attention to dress, appearance and military bearing of soldiers, instructor techniques, and performance of soldiers. Accompanies the commander on training inspections, visits to units, and ceremonies.

o. Ensures incoming personnel are welcomed to the unit and properly briefed on duties and responsibilities as a part of the Battalion.

p. Manages the execution of the Battalion Noncommissioned Officer Development Program.

10-4. S-1, TRAINING SUPPORT BATTALION

a. Plans, coordinates and supervises the areas of personnel management, maintenance of unit strength, development and maintenance of morale, maintenance of discipline, law and order, safety and headquarters management.

b. Directs the operations of the S-1 Section.

c. Publishes the TSB Proper Rating Scheme.

d. Maintains the Battalion policy letters and Standard Operating Procedures. Maintains headquarters bulletin boards.

e. Develops recommendations for organizational structure and personnel requirements/allocations IAW the TDA.

f. Processes personnel actions for TSB proper/SSI permanent part, and BOLC, MOS-T, and OES students.

10-5. S-3, TRAINING SUPPORT BATTALION

a. Functions as the TSB headquarters building security officer.

b. Serves as the primary staff officer for the management of training, plans, operations, and mobilization.

c. Consolidates and coordinates allocations for installation schools. Maintains the SSI order of merit list for all TRADOC schools. Programs requirements for WLC and BNCOC, and ANCOC.

d. Develops and executes emergency and contingency plans.

e. Maintains the SSI staff duty roster and supervises personnel on duty.

f. Maintains the unit training calendar. Monitors and disseminates training directives. Plan and execute training requirements.

g. Maintains records on training ammunition requirements, forecasts and consumption for the Training Support Battalion.

h. Tests TSB permanent party personnel in Army Warrior Training, weapon familiarization, and APFT.

i. Plans and coordinates special events, parades, ceremonies.

j. Coordinates, plans and schedules events for the Battalion Leadership Professional Development Program; coordinates actions with Battalion Executive Officer.

k. Conducts bi-weekly and semi-annual training briefs.

l. Executes TRADOC directed taskings; coordinates for orders.

m. Coordinates and provides support for installation taskings in support of TRADOC assets. This includes but not limited to funeral honors, post flag details, retirement review details, and defense academy credibility assessments.

10-6. S-4, TRAINING SUPPORT BATTALION

- a. Provides logistical guidance to unit supply NCO's; advises the Command on the logistical mission; determines and coordinates supply requirements.
- b. Plans, coordinates and inspects supply related programs, maintenance and transportation assets within the SSI.
- c. Manages field support and organizational equipment under established procedures for storage, maintenance, issue, turn in and replacement; monitors and analyzes equipment readiness status.
- d. Supervises Battalion work order submission and control procedures.
- e. Develops recommendations for organization equipment requirements and allocations.
- f. Coordinates logistical activities with other staff elements and Fort Jackson's supply and service agencies.
- g. Serves as the SSI wheeled vehicle coordinator and tactical vehicle dispatcher; monitors GSA dispatches.

10-7. HEADQUARTERS AND HEADQUARTERS COMPANY, TRAINING SUPPORT BATTALION

- a. Provides command and control, training management, and administrative, logistical and UCMJ support to permanent party Soldiers (officers and enlisted) assigned or attached to HHC, TSB.
- b. Supports installation community activities.
- c. Initiates non-judicial punishment, counsels soldiers, initiates judicial actions and investigates incidents.
- d. Initiates and manages individual personnel action requests, manages permanent party APFT program, conducts personal and professional programs for assigned and attached soldiers.
- e. Administers training and prepares near-term training schedules. Provides input to battalion long-range and short-range training calendars.
- f. Manages billeting for single and unaccompanied soldiers and ensures cleanliness, maintenance and good order.

10-8. COMPANY A, TRAINING SUPPORT BATTALION

- a. Provides command & control, administrative, safety & logistical coordination support for 200-400 assigned/attached US officers, civilians & international students attending the Adjutant General and Finance Schools and functional courses. Provide information program support to international students attending courses at Fort Jackson.

b. Initiates and manages permanent party and student personnel actions such as: Pay issues (travel advances/accruals, BAH, FSA, no pay dues), Pass/Leave requests, Administer APFT, weigh-ins, urinalysis, Permanent party files (orders, SGLV/DD93, evaluations, awards, etc.), Personnel inquiries, Maintain permanent party and student duty rosters, In- and out-process students, Administrative actions (flags, promotions request, disciplinary issues, etc.), Conducts personal and professional programs for assigned and attached Soldiers.

c. Initiates non-judicial punishment, counsels soldiers, initiates judicial actions and investigates incidents.

d. Manages the SSI International Military Student office. Responsible for administration, logistics, safety, accountability, discipline, recreation and instruction for international students at Fort Jackson S.C. Coordinates civilian and military sponsor programs, American military and civilian culture indoctrination, counseling, and instructional tours. Conducts in and out-processing and provides travel and transportation support for arriving and departing international students at Fort Jackson.

10-9. COMPANY B, TRAINING SUPPORT BATTALION

a. Provides command and control, training, administrative, and logistical support to permanent party and students assigned or attached to Bravo Company and the Recruiting and Retention School.

b. Supports installation community activities.

c. Initiates non-judicial punishment, counsels soldiers, initiates judicial actions and investigates incidents.

d. Initiates and manages permanent party and student personnel actions such as: Pay issues (travel advances/accruals, BAH, FSA, no pay dues), Pass/Leave requests, Administer APFT, weigh-ins, urinalysis, Permanent party files (orders, SGLV/DD93, evaluations, awards, etc.), Personnel inquiries, Maintain permanent party and student duty rosters, In- and out-process students, Administrative actions (flags, promotions request, disciplinary issues, etc.), Conducts personal and professional programs for assigned and attached Soldiers.

e. Administers training and prepares training reports. Prepares and distributes long-range and short-range training calendars.

10-10. COMPANY C, TRAINING SUPPORT BATTALION

a. Provides command and control, training, administrative, and logistical operations in support of permanent party (Soldiers and Civilians), MOS-Training Soldiers, and Soldiers attending Additional Skill Identifier courses assigned or attached to Charlie Company, Training Support Battalion.

b. Initiates non-judicial punishment, counsel soldiers, initiates judicial actions and investigates incidents.

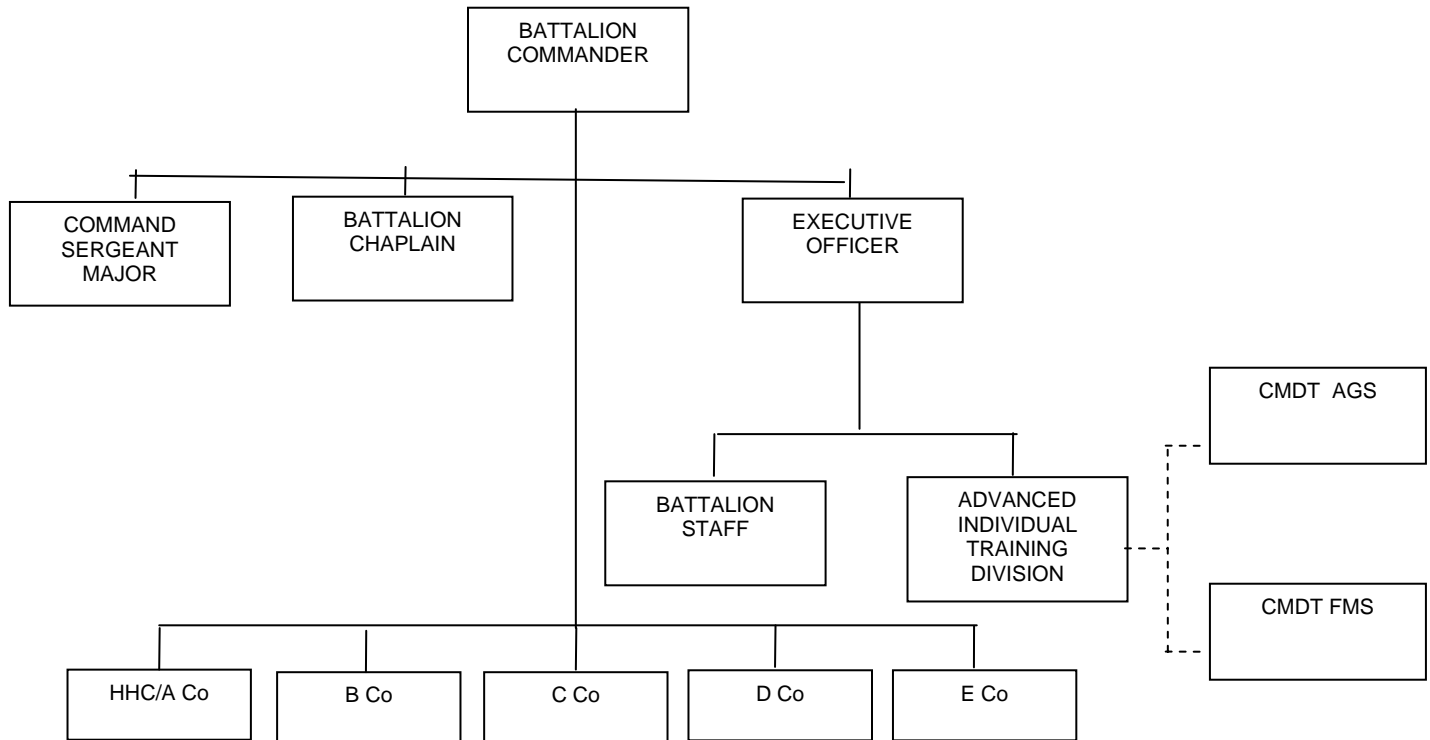
c. Initiates and manages personnel action requests, manages permanent party training actions, conducts personal and professional programs for assigned and attached permanent party soldiers.

d. Administers training; prepares training reports and training calendars.

e. Manages billeting for students. Provides for the cleanliness, maintenance and good order of the billets.

CHAPTER 11

369th ADJUTANT GENERAL BATTALION



MISSION

Conduct Advanced Individual Training (AIT) for Military Occupational Skills (MOS) 27D, 42A, 42F, and 44C and complete the Soldiers' Initial Entry Training; to provide trained, ready, and agile Soldiers to the Operational Force.

FUNCTIONS

11-1. COMMANDER, 369TH ADJUTANT GENERAL BATTALION

- Commands, controls, disciplines and oversees the welfare of military personnel assigned or attached to the 369th Adjutant General (AG) Battalion.
- Provides summary court-martial convening authority for personnel assigned or attached to the 369th AG Battalion.

11-2. EXECUTIVE OFFICER, 369TH ADJUTANT GENERAL BATTALION

- a. Directs, supervises and coordinates battalion staff activities, to include relationships with subordinate elements, schools, directorates and higher headquarters.
- b. Informs the commander, command sergeant major and staff on all matters affecting the organization.
- c. Represents and assumes command of the Battalion in the Commander's absence.
- d. Monitors and executes standard operating procedures (SOPs) and battalion policies IAW applicable regulations and guidance.
- e. Ensures the commander's mission and intent are executed accordingly within the staff elements.
- f. Reviews all staff actions, internal/external tasking and other correspondence for situational awareness and correctness prior to the commander's receipt.
- g. Approves actions as authorized by the commander.
- h. Oversees the preparation and execution of the budget and MWR unit fund.

11-3. COMMAND SERGEANT MAJOR

- a. Serves as principal enlisted advisor to the Commander.
- b. Serves as president or member of senior noncommissioned officers' councils, enlisted promotion boards and other boards or panels that affect the soldiers assigned to the command.
- c. Represents enlisted soldiers at installation advisory councils.
- d. Responsible for assigning enlisted soldiers within the Battalion.
- e. Provides recommendations and/or advises company commanders and 1SGs on matters concerning enlisted soldiers.
- f. Assists in reception of visitors to the Command.
- g. Monitors health, morale and welfare of unit members and their families.
- h. Trains the battalion noncommissioned officers; visits training sites and activities, focusing particular attention to dress, appearance and military bearing of soldiers, instructor techniques, and performance of Soldiers. Accompanies the commander on training inspections, visits to units, and ceremonies.

- i. Ensures incoming personnel are welcomed to the unit and properly briefed on duties and responsibilities as a part of the Battalion.
- j. Manages the execution of the Battalion Noncommissioned Officer Development Program.

11-4. S-1, 369TH ADJUTANT GENERAL BATTALION

- a. Plans, coordinates and supervises the areas of personnel management, maintenance of unit strength, maintenance of morale, maintenance of discipline, law and order, safety and headquarters management.
- b. Directs the operations of the S-1 Section.
- c. Publishes the Battalion Rating Scheme.
- d. Maintains the Battalion policy letters and Standard Operating Procedures. Maintains headquarters bulletin boards.
- e. Processes all personnel actions.
- f. Supervises the Battalion legal NCO.

11-5. S-2/3, 369TH ADJUTANT GENERAL BATTALION

- a. Functions as the headquarters building security officer.
- b. Responsible for distributing completed security clearance requests to the appropriate personnel.
- c. In conjunction with installation security, conducts and supervises security inspections; manages physical and personnel security programs
- d. Performs administrative duties to control and safeguard classified documents.
- e. Serves as the primary staff officer for the management of training, plans, operations, and mobilization.
- f. Consolidates and coordinates allocations for installation schools.
- g. Develops and executes emergency and contingency plans.
- h. Monitors and disseminates training directives and plans and executes training requirements.
- i. Maintains records on training ammunition requirements, forecasts and consumption for the Battalion.

- j. Tests permanent party personnel in AWT, weapons familiarization, and APFT.
- k. Plans and coordinates special events, parades, ceremonies.
- l. Coordinates, plans and schedules events for the Battalion Leadership Professional Development Program.
- m. Conducts weekly and semi-annual training briefs.
- n. Executes TRADOC directed taskings; coordinates for orders and security clearances.
- o. Coordinates and provides support for installation taskings in support of TRADOC assets. This includes but not limited to funeral honors, post flag details, retirement review details, and defense academy credibility assessments.

11-6. S-4, 369TH ADJUTANT GENERAL BATTALION

- a. Provides logistical guidance to unit supply NCOs'; advises the Command on the logistical mission; determines and coordinates supply requirements.
- b. Plans, coordinates and inspects supply related programs, maintenance and transportation assets within the SSI.
- c. Manages field support and organizational equipment under established procedures for storage, maintenance, issue, turn in and replacement; monitors and analyzes equipment readiness status.
- d. Supervises Battalion work order submission and control procedures.
- e. Develops recommendations for organizational equipment requirements and allocations.
- f. Coordinates logistical activities with other staff elements and Fort Jackson's supply and service agencies.
- g. Serves as the wheeled vehicle coordinator and tactical vehicle dispatcher; monitors GSA dispatches.

11-7. AITD, 369TH ADJUTANT GENERAL BATTALION

- a. Implements training for the following MOS/ASI producing courses as directed by the School Commandants:
 - (1) Executive Administrative Assistant Course (ASI: E3)
 - (2) Para-Legal Specialist Course (27D10)

(3) Human Resources Specialist Course (42A10)

(4) Human Resource Information System Management Specialist Course (42F10)

b. Assists and provides input for development of new course materials under the Enlisted Education Development Division (EED).

c. Provides subject matter experts for review of resident and distance learning materials.

d. Participates on task selection and review boards as required.

11-8. HHC/A COMPANY 369TH ADJUTANT GENERAL BATTALION. Trains Soldiers for the Army by conducting Advanced Individual Training for MOS 27D (Paralegal Specialist), MOS 44C (Finance Specialist), and MOS 42F (Human Resource Information System Management Specialist) in order to provide Active, Reserve, and National Guard organizations with disciplined, physically fit, technically, and tactically competent Soldiers.

11-9. B, C, D, and E COMPANY 369TH ADJUTANT GENERAL BATTALION. Trains Soldiers for the Army by conducting Advanced Individual Training for MOS 42A (Human Resource Specialist) in order to provide Active, Reserve, and National Guard organizations with disciplined, physically fit, technically, and tactically competent Soldiers.

The proponent for this regulation is the SSI Resource Management Office. Users are invited to send comments to the attention of ATSG-RMO.

ORIGINAL SIGNED

RICHARD P. MUSTION
COL(P), AG
Commanding

DISTRIBUTION:

USASSI

- Commander
- Deputy Commander
- Chief of Staff
- Command Sergeant Major
- Secretary General Staff
- CDID
- TDD
- Adjutant General School
- Financial Management School
- Recruiting Retention School
- Noncommissioned Officer Academy
- Training Support Battalion

USATC

- Chief of Staff
- Directorate of Resource Management